

CRITICAL DRIVERS OF
ENTREPRENEURSHIP: A STUDY OF
THE NIGERIAN COMMUNITY OWNED AND
MANAGED INDEPENDENT RETAIL
BUSINESSES IN NORDRHEIN-
WESTFALEN, GERMANY.

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Abstract

Purpose: This study explores the motivations of an entrepreneur's business entry decision within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, a minority ethnic group with independent retail micro-businesses.

Approach: A research methodology that is most appropriate to the qualitative research aim and highlights the research respondents' ideas with some details is advised. The research sought access to respondents' ideas using a qualitative methodological approach, including 20 in-depth interviews.

Result: This research found evidence of pull, push and mixed motives as the critical drivers of entrepreneurship. The findings indicate that immigrant enclaves, their economic and social embeddedness into the mainstream group, family business background, informal and formal economic activities, and cultural influences are the core drivers of entrepreneurship. Moreover, the perceived discrimination faced in the host country, interestingly generated intergroup solidarity and strengthened the influence of the group network.

Implication: The core conclusion for policy makers from these limited research findings is that a variety of critical drivers of entrepreneurial motivations as identified in this study, seems to be driven by: 'push' factors, 'pull' factors and 'mixed' factors. This limited study offers a framework, which can assist to understand the factors driving these entrepreneurs business entry decision. Currently official liaison with this community is minimal, there are clear opportunities for policy makers to better engage the community, to manage the potential expectations of minority migrant entrepreneurs and channel much needed support to them through formal and informal networks.

Limitation: The invisibility of the Nigerian Community in Germany is a key limitation on these research findings. Furthermore, this is a small exploratory study, limited to NRW, Germany and the findings cannot be generalised. However, it can be the basis for future repeated qualitative studies and for a large quantitative study.

Keywords: Entrepreneurship, Migrant entrepreneurship, Ethnic entrepreneur, Germany, "*German Mittelstand*", Family business, Business family, Immigrant entrepreneurship, Nigerian

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Chapter 1 – Introduction

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1.1 Context and Background

Entrepreneurship is a term is used increasingly around the world in association with economic development and welfare (GEM 2013). The strategic importance of entrepreneurship as an engine of economic growth and development has been clearly recognised by both political leadership and policy makers (Audretsch et al. 2007; OECD 2008 and Raposo et al. 2011).

Entrepreneurship is seen to stand at the heart of modern businesses and is instrumental in the processes of creating incremental wealth for individuals (Kuratko and Hodgetts 1998). Boosting entrepreneurship is therefore a means of getting very feeble economies moving and a way of addressing the injustices and the social exclusion in richer countries (Walburn 2005).

As witnessed in most nations of the world, entrepreneurship is a vehicle for kick-starting an economy in a period of economic reform. Entrepreneurship facilitates innovation and new enterprise formation, and, thus, could be seen at the heart of national advantage (GEM 2011; European Commission 2013).

The entrepreneurs who start small businesses play a key role in the economy via entrepreneurial and innovative activities which have culminated in additional input to the economy through new job generation (Acs 1992; Baldwin and Picot 1995; Davidsson et al. 1998; Wennekers and Thurik 1999; Audretsch 2003; Fritsch and Muller 2004).

The German context of entrepreneurship is distinctive, in part because of the historical events that led to reunification in 1989. The development of entrepreneurial activities was minimal in East Germany as compared to West Germany (Fritsch et al. 2015). The historical closing of the border limited the mobility of goods, services and resources between the two regions. This invariably led to divergent entrepreneurship and small business developments. Many new businesses, however, emerged following the fall of the Iron Curtain and the liberalisation of economic activities across Germany (Fritsch 2004; Kawka 2007).

Furthermore, during the ten-year period from 2005 to 2015, Germany gradually developed into a magnet for millions of migrants moving from their homeland because of economic and political circumstances. Since the recent increases in the immigrant population, the vital role of immigrant entrepreneurship for the economic wealth and future economic development has been acknowledged (D.B 2015; Dettmer et al. 2015), but remains under researched.

Businesses linked to a certain group, dependent on a certain community for its supplies, clients and workers have been generally referred to as ethnic entrepreneurship. More broadly, immigrant entrepreneurship can be described as entrepreneurship characterised by immigrant experience (European Commission 2008). Aside from the social and economic role provided for the minority community, ethnic minority entrepreneurship is now a lobbying voice within the small business population (Carter and Jones-Evans 2006).

There have been many valuable studies on minority micro enterprises in the United Kingdom (Bent et al. 1999; Dhaliwal 2000; Barrett et al. 2001; Barret et al. 2002; Ram et al. 2002; Smallbone et al. 2003; Dhaliwal and Adcroft 2005; Dhaliwal 2008; Dhaliwal and Gray 2008; Ram and Jones 2008; Welsh 2009; Ram et al. 2010; Ram and Jones 2011; Silva 2013; Seaman 2015; Seaman et al. 2015; Seaman et al. 2016). However, in Germany there is a dearth of studies on the tremendous impact of minority migrant entrepreneurship. Apart from a few analyses (Ozcan and Seifert 2003a; Leicht et al. 2006; KFW 2007), most studies in this field (El-Cherkeh and Tolciu 2009) consist of quantitative studies commissioned by public authorities with a significant share of migrants, such as Hamburg (Burgbacher 2004), Berlin (Regioconsult 2006), Munich (Ramboll-Management 2007) and Frankfurt (IHK-Frankfurt 2007).

The provision of descriptive data on the sector, numbers of migrant businesses is the main output of these quantitative studies. Such studies consider observable and measurable facets of social reality to make

generalisations. Hence, they offer only a cursory view of the migrant entrepreneurship phenomenon (El-Cherkeh and Tolciu 2009).

An indispensable peculiarity of the research carried out so far in Germany is that the foci of analysis has been on unfolding patterns of specific migrant groups such as Turkish entrepreneurs (ZFT 2000; Pütz 2004). This exceptional emphasis is because of the long migration history of the Turkish community and the discernibility of Turkish owned and managed micro enterprises (El-Cherkeh and Tolciu 2009).

These small quantitative studies, which include the migrant population, cannot be generalised across Germany, but can be a foundation for future repeated qualitative studies and a basis for a larger quantitative study. Moreover, the various works on minority ethnic entrepreneurship in and outside Germany do not have the same focus as the phenomenon under investigation in this present study.

This introductory chapter now provides some information on the Nigerian diaspora in Germany to set the context of the community being studied. The chapter then sets out the aims and objectives of the study and the methodology adapted to best meet them, ending with an overview of the thesis structure.

1.2 The Nigerian Diaspora in Germany

In recent years, migration and economic growth have received increasing attention (De Haas 2012; Marchand et al. 2015). Consequently, various aspects of migration have surfaced, key among them being the widespread participation of new migrants in business start-up processes (Seaman et al. 2016). Ethnic entrepreneurship is an important economic driver fuelled by the aspirations of migrant entrepreneurs for their future economic development and their family business background. Furthermore, immigrant entrepreneurship brings economic wealth to their host country.

Within the context of this study, the Nigerian diaspora in Germany refers to migrants of specific origins residing and acting within the German national

borders, and also to people who maintain strong sentimental and material links with their homeland (Sheffer 1986; Marchand et al. 2015). As such the Nigerian diaspora in Germany is not defined by citizenship, place of birth, ethnicity or time spent abroad, but by self-identification as Nigerian or of Nigerian heritage (BMZ 2015).

1.2.1 Emigration waves from Nigeria

Nigerian emigration (IOM 2009; BMZ 2015) is characterised by a variety of flows: highly skilled migration, labour migration, as well as cross-borders movement. The trends of migration from Nigeria can be summarised in the following three specific waves:

First Wave: 1914 – 1980s: During the colonial and post-colonial era, the United Kingdom, which was the Nigerian colonial power, was the main destination for Nigerian migrants, especially for the purpose of higher education. This migration trajectory continued after Nigeria gained independence in 1960 (BMZ 2015). From 1960-1980, the United States of America, alongside the United Kingdom, became an important destination country for Nigerians migrating for business, education and work purposes.

During the Nigerian Civil War, commonly known as the *Biafran* War (6 July 1967 – 15 January 1970), low-skilled Nigerians migrated to neighbouring countries like Togo, Benin Republic and Cameroon. This extended period of political instability also led to Nigerians migrating further afield within Africa to countries such as Ghana, Gabon, Botswana and South Africa (BMZ 2015).

Second Wave: 1980s – 1990s: Because of continued human insecurity, including a failing economy and poor remuneration, migration was increasingly a more permanent option for many skilled Nigerians. While Nigerian emigrants often returned after completing their studies in the 1960s, an increased permanent migration was noticeable in the 1980s (BMZ 2015).

Third wave: 1990s – today: During this period, Nigerian migration changed to permanent settlement from a predominantly temporary migration, with Nigerians looking further afield than their traditional Western destinations of

the USA and UK. Germany, Holland, Ireland, Russia, Spain and Italy became important destination countries for Nigerians in the 1990s. The sharp increase of asylum claims from Nigerians in Germany between 2012 and 2018 reflects a general trend in Europe. This is likely due to increased insecurity in the country because of the actions of Boko Haram (EASO 2014; Marchand et al. 2015).

1.2.2 Size and Location of the Nigerian Diaspora in Germany

Recent Nigerian immigration to Europe embraces large numbers of refugees, undocumented migrants and asylum-seekers, who are more often at risk of and subject to exploitation and abuse. However, there is a paucity of valuable information on Nigerian immigrants in Germany. The Federal office of statistics show that around 42,000 individuals with a Nigerian background are estimated to be dwelling in Germany (*Statistisches Bundesamt 2018*) and this includes both naturalised Nigerians who hold German Citizenship and Nigerians holding Nigerian citizenship. This also includes the first and second generations of migrants. However, due to irregular migration, there appears to be an under-approximation of the actual number of individuals of Nigerian descent in Germany (BMZ 2015).

Furthermore, Nigerians in Germany are not concentrated in one specific city or state, but are spread across the country (Marchand et al. 2015), with at least a small group of Nigerians residing in every federal state (*Statistisches Bundesamt 2018*).

1.3 Heterogeneity of the Nigerian Diaspora in Germany

The Nigerian diaspora in Germany is linked through ethnic group or geographical state of origin in Nigeria, rather than any broad national identity. According to BMZ (2015), the engagement of the Nigerian diaspora in Germany depends on the individual, ethnic, social and religious community, their interest and aspirations as well as their identity sources. These factors influence how the Nigerian diaspora in Germany engages in development either in their home country, host country or both. Other contextual background of the receiving countries, including legal and policy regimes,

which form the opportunity structure, also play a vital role in regulating the forms of migrant engagement (BMZ 2015).

Therefore, a mapping exercise of the Nigerian diaspora in Germany is an indispensable tool in generating the information on their homogeneity, their internal composition as well as gain insightful knowledge on how they are structured and mobilised (De Haas 2012; Marchand et al. 2015).

Such data is essential in drafting programs, initiatives and policies that seek to make use of their outstanding strength, capabilities and competencies in their host country. This is true as both countries need to understand the groups of people dispersed from their traditional homeland before any policy to appropriately address migrants is drafted (BMZ 2015).

However, regardless of the uncertainty of the size or composition of the Nigerian community living in Germany, there are some visible signals that the Nigerian diaspora in Germany has substantial organisational competencies and the willingness to engage with policy makers and business support professionals in joint development activities (Marchand et al. 2015).

The following factors, according to BMZ (2015) will speak robustly on the lack of homogeneity of the Nigerian community in Germany:

1. The composition of the Nigerian community in Germany.
2. Their demographic and distinguishing socioeconomic features in Germany.
3. Their organisation, networks, the various umbrella associations, which structure the Nigerian community in Germany.
4. Their level of interaction with each other as well as the German government.
5. Their different cultural, economic, social and political activities geared towards promoting development both in their host country and their country of origin.
6. The contextual factors shaping such engagement and the various possibilities for the potentials for cooperation.

Furthermore, the various organisations of the Nigerian diaspora in Germany can be categorised as follows:

- Cultural organisations
- Development organisations
- Student associations
- Professional organisations
- Political groups

Within the German context, cultural organisations, according to BMZ (2015) make up the largest category with about 63 organisations. This indicates that the Nigerian diaspora in Germany relates strongly to their ethnic identity rather than their Nigerian identity. This development is most strongly evidenced within cultural preservation organisations in Germany. These groups are often formed along ethnic or geographic lines and usually celebrate and practice the culture of a specific ethnic group (Marchand et al. 2015). A good example is the *Ndigbo* Community in Germany, which celebrates and practice the culture of the Igbo community in Germany.

Aside from the cultural organisations, development organisations, who are basically involved with humanitarian aid and development projects in Nigeria, the association of Nigerian students and professional bodies, also exist in Germany (Marchand et al. 2015). Interestingly, most establishments in Germany have the legal status of a registered association (*eingetragener Verein*) according to BMZ (2015). However, there is an absence of any political organisation, which might act as a unifying platform and speak for the Nigerian community in Germany.

Above all, it is essential to understand that the Nigerian community in Germany is not a homogenous group. In terms of religious and ethnic divisions, social and economic factors, political aspirations, it is a very diverse and varied group (BMZ 2015).

Moreover, Nigerians coming to Germany are often relatives of Nigerians already living in the country, asylum-seekers or students. Furthermore there

is the coming of the next generation of Nigerians born in Germany that will both perpetuate and transform the reality of people identifying as Nigerians in Germany (BMZ 2015).

This research will seek to explore Nigerian owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, as the minority ethnic group and their independent retail businesses as the types of micro-businesses. This will provide much needed insight into an unexplored area of study. The specific objectives and questions of the research are developed in the next section.

1.4 Core Aim of the Research

As demonstrated in the above discussion, it is of great importance to understand the critical factors influencing migrant entrepreneur's business entry decision. There is an opportunity to highlight this in the context of the important yet understudied Nigerian diaspora in Germany, specifically, Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. Thus, the main aim of this thesis is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This is an area that has received little attention from researchers. Therefore, the findings of this research intend to create new knowledge within this subject area.

1.5 Overarching Research Questions

The following research questions were formulated from a review of the available literature, driven and informed by the personal interest and background of the researcher. To provide clarity, the literature review sections are aligned to the research questions.

The core objectives of this research have been inferred from the expression of the following four research questions, for which this exploratory study seeks answers.

1. What are the factors that explicitly determine self-employment?

2. What are the factors that specifically motivate and influence migrant entrepreneurship and ethnic entrepreneur's business entry decision making?
3. To what extent do personal issues, environmental milieu and interactive factors influence ethnic minority independent retail businesses in Nordrhein-Westfalen?
4. What are the distinctive features and demographic characteristics of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany, their pattern of settlement, numbers and migration patterns?

1.6 Research Objectives

The overall focus of this piece of research is to explore the motivations of an entrepreneur's business entry decision within the context of Nigerian owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This study, as determined by the research questions, intends to accomplish the core objectives listed below to achieve the overarching aim of this research:

1. To identify the distinguishing features of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany.

Derived from research question 4, meeting this objective will provide clarity in terms of the distinguishing characteristics of Nigerian owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

Utilising a sample of self-employed Nigerians clustered within Nordrhein-Westfalen, Germany, this study examines the typical features that define these individuals as Nigerians and identifies any influence the Nigerian community, if it exists, has on their self-employment decision.

2. To provide a platform for developing and understanding the business entry decisions of the Nigerian community in Nordrhein-Westfalen, Germany.

Derived from research question 2, meeting this objective will allow understanding of the business entry decisions of the Nigerian community in Nordrhein-Westfalen, Germany.

This study will explore to what extent the sampled individuals are pulled into starting their own business for positive motives and opportunities or pushed into it as a consequence of limited work options.

3. To explore how immigration and settlement patterns of the Nigerian community in Nordrhein-Westfalen, Germany, influences their business entry decision.

Derived from research question 3, meeting this objective will provide an insight in terms of developing and understanding the process by which the Nigerian enclave in Nordrhein–Westfalen, Germany influences the immigrants' decision to become self-employed.

4. To explore and clarify the economic integration processes of the Nigerian community in Nordrhein-Westfalen, Germany.

Derived also from research question 3, meeting this objective will provide an insight in terms of developing and understanding the process by which the Nigerian enclave influences the immigrants' decision to become self-employed, and furthermore influences their economic integration and their upward mobility into mainstream German society.

Insight will be provided into how this enclave influences the Nigerian immigrants' understanding and use of the economic structure in the host country. The Nigerian self-employed individuals sampled, who operate within the enclave, will provide insights into their understanding of the local economy, the availability of markets and resources and how the communities around them influenced the start-up of their businesses.

5. To identify and explore the motivations of entrepreneurs' business entry decisions.

Derived from research question 1, meeting this objective will develop understanding of the broader factors influencing self-employment motivation.

Upon the realisation of these core research objectives, the knowledge acquired from this current research will:

- Create new knowledge within this subject area
- Provide a fresh approach towards understanding the drivers of entrepreneurial decisions
- Advance both the academic and practical understanding of the various drivers of entrepreneurial decisions through the generation of an original dataset
- Extend the academic knowledge within this subject area in such a way, which has not been done before
- Fill the gap in the literature
- Contribute to several treatises in this subject area

1.7 Conceptual Linkages and Background

The movement of an individual or a person from their home country to live in another country either on a permanent or temporary basis has been widely understood as economically and socially expansionary (Daniels et al. 2002; Watts et al. 2004; Khosa and Kalitanyi 2015) and has played a valuable role in the development of entrepreneurial activity in migrant receiving countries (Rath and Kloosterman 2003).

Germany, according to El-Cherkeh and Tolciu (2009) and Eurostat (2016), is amongst the major receiving countries of migrants in the world. Since the 1950s, Germany has received an extensive number of ethnic Germans from Eastern Europe and the former Soviet States (El-Cherkeh and Tolciu 2009).

The outcome of the labour recruitment agreement concluded with Mediterranean countries such as Greece, Italy, Morocco, Portugal, Spain, Turkey, Tunisia and the former Yugoslavia in the 1950s and 1960s was one of the first major waves of immigration to Germany (El-Cherkeh and Tolciu 2009). Nevertheless, out of an estimated 14 million guest workers for the

period between 1961 until 1973, 11 million left Germany again (BAMF 2005; Özcan 2007).

Because of the war in former Yugoslavia, the number of asylum seekers in Germany increased substantially in the second half of the 1980s. In response, the German parliament agreed upon the so-called asylum compromise, which introduced the safe third country rule, to control the settlement of asylum seekers within Germany itself (*Informationsverbund Asyl und Migration e.V* 2016).

Between 2005 and 2015, Germany gradually developed into a hub for millions of migrants displaced from their home country by economic and political circumstances. With this recent growth of the new immigrant population, which is the primary focus of this study, the vital role of immigrant entrepreneurship in economic wealth and future economic development is acknowledged (D.B 2015; Dettmer et al. 2015). However, there remains limited research on the subject.

Businesses linked to a specific group, dependent on a certain community for their suppliers, customers and workers have been generally referred to as examples of ethnic entrepreneurship, an entrepreneurship characterised by immigrant experience (European Commission 2008). Ethnic minority entrepreneurship, apart from playing social and economic roles in the minority community is now a lobbying voice within the minority micro-business population (Carter and Jones-Evans 2006).

As a research topic, entrepreneurship has developed dramatically, in recent years, due to the perceived relationship between economic growth and entrepreneurial activities (Dawson et al. 2009), and the strategic importance of entrepreneurship as an engine of economic development has been recognised by both politicians and policy makers (Audretsch et al. 2007; OECD 2008; Raposo et al. 2011).

The importance of entrepreneurship as an economic driver (GEM 2013) and indeed the success of the “*Mittelstand*” in the context of Germany has been

widely discussed (Berghoff 2006) alongside the widespread participation of new migrants in the business start-up process (Ram et al. 2010; Seaman et al. 2015). The social, cultural and contextual factors that drive minority ethnic entrepreneurship vary widely, and are often specific to different migrant groups (Seaman et al. 2016). The study of individual groups is crucial, both as part of ongoing attempts to explain the wider factors that influence entrepreneurial behaviour and to deepen understanding of the behaviour of individual cultural groups.

To gain an in-depth understanding of migrant entrepreneur business entry decisions, a wide range of underlying entrepreneurial motivations was taken into consideration in this study. The disadvantage thesis, cultural thesis and opportunity thesis, for example, are three major theoretical frameworks that can be drawn from the field of sociology and economics to explain ethnic entrepreneurship.

The disadvantage thesis to ethnic minority entrepreneurship claims that most immigrants face disadvantage and discrimination which steers them into entrepreneurial activity (Fregetto 2004), explaining ethnic entrepreneurship as a product of structural inequalities in the labour market affecting minority groups (Boyd 2000; Volery 2007; Hedberg and Pettersson 2012). Ethnic entrepreneurship from this perspective, therefore, could be an ethnic population survival strategy within the mainstream group (George 2015).

The cultural view of ethnic entrepreneurship emphasises the inherent cultural elements in a specific group which encourage entrepreneurial activities (Teixeira 2001; Masurel et al. 2004). The cultural background of an individual, according to this school of thought, can operate as a decisive pull factor to become an entrepreneur. Many members of ethnic communities are, therefore, prone to entrepreneurial activities because of their distinct cultural traits (Ram et al. 2010).

Ethnic goods and services generate special demands, and only entrepreneurs from this specific ethnic group can plug into this gap due to the

special skills and inside knowledge that the ethnic entrepreneur has (Boyd 1996; Boyd 2000; Basu and Altinay 2002; Jamal 2005; Wauter and Lambereet 2008). Therefore, the propensity of immigrants to turn to self-employment is strongly influenced by the opportunities offered by the prevailing environment in the host society (Razin 2002).

Waldinger et al. (2006), indicates that there is a sort of congruence between the demand of the host community's economic environment and the informal resources of the ethnic group. Ethnic minority entrepreneurial opportunities, therefore, exist in the interaction between the availability of ethnic resources and the demand of the economic structure in the host society (Aldrich and Waldinger 1990).

Accordingly, opportunities emerge for the development of ethnic entrepreneurship from specific needs and tastes within an ethnic group which only co-ethnics can satisfy. The ethnic group or people can take advantage of the resources provided by their cultural traditions and ethnic social networks to soften and lessen the disadvantages they face in the host society (Waldinger et al. 2006).

A central question is the aspirations of immigrant entrepreneurs for their families. A recent study from Scotland highlights that while some first generation businesses aspire to become multi-generational family businesses, many regards the occupation as an economic driver that will allow the following generation to have much greater educational and career choices (Seaman et al. 2015). There is far less research in this area in a German context, but further exploration of the links between migrant entrepreneurship and family business development is merited.

1.7.1 Rationale for the Research

As seen in the previous discussion, there is a paucity of extensive studies on minority migrant entrepreneurship in Germany, despite their economic and social significance. A great number of valuable studies have been commissioned by public authorities with a significant migrant population,

primarily, Hamburg, Berlin, Munich and Frankfurt. These studies gather basic quantitative information on the numbers and sectors of activity of migrant businesses. Hence, they do not provide a detailed insight regarding the migrant entrepreneurship phenomenon (El-Cherkeh and Tolciu 2009). These studies cannot be generalised across Germany, but are a basis for future repeated qualitative studies and a foundation for a large quantitative inquiry. Furthermore, the various works on minority ethnic entrepreneurship in Germany and elsewhere do not have the same focus as the phenomenon under investigation in this study.

This study aims to create new knowledge within this subject area as well as advance both the academic and practical understanding of the various drivers of entrepreneurial decisions. As a result, this piece of research will generate an original dataset. Furthermore, the distinctive features of migrant entrepreneurship and ethnic minority independent retail businesses cannot be underestimated in this research. An appropriate research strategy and a clearly justified framework of analysis are required to include:

- Sample selection decisions
- Information gathering instruments
- Selection processes
- Analysis and organisation of relevant data
- The perspective from which to draw the conclusions on the findings

This involves studying the different aspects of research paradigm, epistemology, ontology and various methods used in investigation in related subject areas (Gilbert 2008; Silva 2013).

The constructivist research philosophy adopted in this study called for a qualitative research technique to explore the various factors influencing entrepreneurs' business entry decisions based on research respondent views. This strategy explains the phenomenon from the analysis and interpretation of the in-depth interview findings. The goal is to draw conclusions from the research respondents' experiences. For this reason,

this exploratory study is inductive with a strong belief that every retail business owned and managed by the Nigerian community in Nordrhein-Westfalen, Germany, offers a version of truth.

1.8 Geographical Boundaries

The geographical scope of this study is limited to the Nordrhein-Westfalen region within German national borders; this implies that the independent retail business must have its operational base within the region. The map below (Figure 1) indicates the geographical scope of this study and the final theoretical sample location.

Figure 1: Geographical scope of this study and the final theoretical sample location



Source: Pinterest (2017)

The total number of Nigerians in Nordrhein-Westfalen, Germany, has been estimated at 24,254 (IT.NRW 2015). The scope of their business activities within German national borders is difficult to determine as there are no reliable statistics or in-depth studies on the Nigerian community owned and managed independent retail businesses there.

However, the non-probability sampling technique adopted in this research uses the identifying characteristics of the target population as the starting point for the selection of appropriate research respondents and it is this distinguishing feature that makes it more appropriate for an in-depth study.

1.9 Thesis Structure

This thesis is structured in the following way: Chapter One, the introductory chapter, offers context and background on the research topic and its relevance, provides information on the community being studied, spells out the core aims and objectives of this study, overarching research questions and their contributions to the body of academic knowledge on ethnic entrepreneurship. The initial overviews of available literature are presented in Chapter Two.

The adopted methodology in this study is discussed in Chapter Three and its application discussed in Chapter Four. Chapter Five, Six and Seven presents the findings of this research. The findings of this research are analysed using a conceptual model. The themes emerging from the data collection and analysis processes are presented in Chapter Eight. The rationale and the timing of the theory being introduced are discussed in Chapter Nine with some type of indicative model. Conclusions from this exploratory study are presented in Chapter Ten.

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Chapter 2 – Initial Literature Review

2.1 Introduction

2.2 Definitions of Core Terms

2.3 Entrepreneurship

 The Entrepreneur

 Theoretical frameworks on entrepreneurship

2.4 Entrepreneurial Drivers: Push and Pull Factors

2.5 Migrant/Ethnic Entrepreneurship

 Theoretical frameworks on Migrant/Ethnic entrepreneurship

2.6 Micro and Small Business Theory

 Core Factors Affecting Small Business

2.7 The German Context

 Policy Environment in Germany for Small Businesses

2.8 Nigerian Immigrant Entrepreneurship in Ghana

2.9 Conclusion

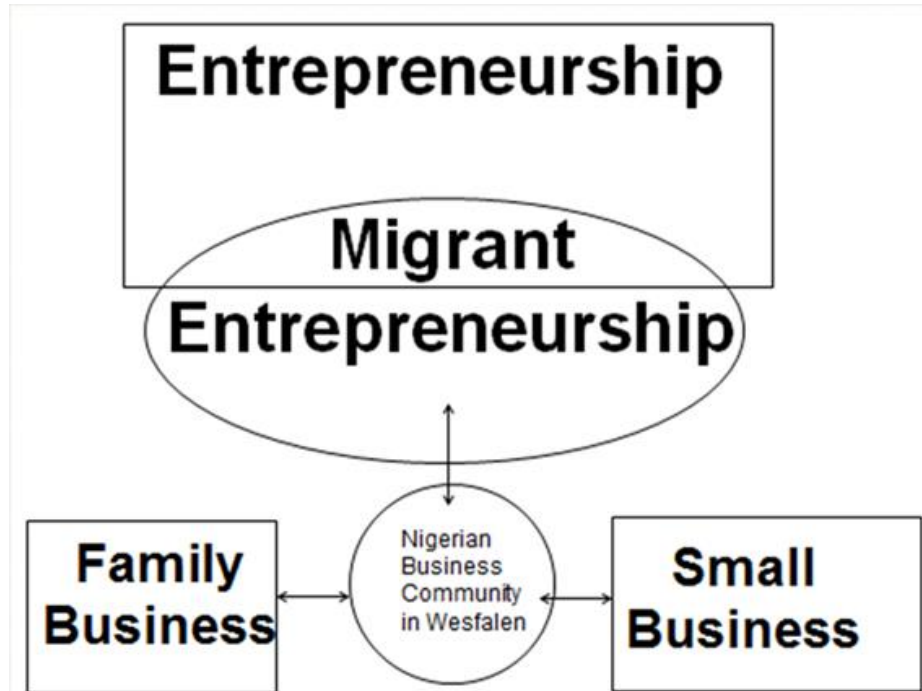
2.1 Introduction

This section offers an initial review of the relevant literature to enable the setting of the core research objectives and questions. The findings and conclusions of the studies explored bring out the key issues relevant to the crucial drivers of entrepreneurship. The review of literature results in a framework of analysis which can be used to: develop a benchmark for comparing the result with other findings, suggest appropriate methodologies and data collection techniques, reveal the gaps in knowledge and describe the current research findings of the experiences of this group of migrants in Germany. The key areas analysed in this review of literature are:

1. Entrepreneurship
2. Migrant/Ethnic entrepreneurship
3. Micro and small businesses
4. Policy environment in Germany for small businesses

The literature in this current study can therefore be characterised in figure 2 below.

Figure 2: Characteristics of the Literature Review



Source: Original Diagram

The literature emphasises the complexity inherent in developing successful business policy and support mechanisms. Developing links between the literature and small business policy in a German context is important, in part because the success of the “*German Mittelstand*” means the conclusions should be of interest to researchers and policy makers in a wide variety of geographical and social spheres.

To provide clarity, the literature reviews are aligned to the following research questions, which this exploratory piece of research tries to find an answer:

1. What are the factors that explicitly determine self-employment?
2. What are the factors that specifically motivate and influence migrant entrepreneurship and ethnic entrepreneur’s business entry decision making?
3. To what extent do personal issues, environmental milieu and interactive factor influence ethnic minority independent retail businesses in Nordrhein-Westfalen?

4. What are the distinctive features and demographic characteristics of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany, including, their pattern of settlement, numbers and migration patterns?

2.2 Definitions of Core Terms

The core terms referred to throughout this study and in the literature review are defined in table 1 below. The clarifications of the majority of these core terms will enhance the understanding of the phenomenon under investigation in this current piece of work and determine how readers gauge the relevance of the findings of this research.

Table 1: Definition of Core Terms

Core Terms	Definition
Entrepreneurship	The process of establishing a new business or expanding an existing business by an individual or a group of individuals (GEM 2012).
Entrepreneurs	Individuals who are skilled and talented in the process of shifting resources into an area of greater productivity and greater profit (Jean-Baptist 1803 and Jean-Baptist 1817).
SME (German Context)	An enterprise that generates an annual turnover of less than 500 Million Euros and has fewer than 500 employees (IFM 2015).
SME (E.U Context)	Small and medium sized business, according to the European Union, embraces all organisations with staff strength of less than 200 people (Burns 2007).
Ethnic Entrepreneurship	Businesses linked to a certain group, dependent on a certain community for its suppliers, clients and workers (European Commission 2008).
Immigrant Entrepreneurship	Entrepreneurship characterised by immigrant experience (European Commission 2008).
Family Business	An enterprise with 50% or more family member ownership; where at least two family members are involved in the management of the business (IFM 2015).

Source: Adapted from the literature review

2.3 Entrepreneurship

Though the concept of entrepreneurship has elicited a lot of interest from many scholars since its establishment, the lack of a common conceptual framework for entrepreneurship has been a hindrance. As a result, there is a need for clarification of this term in this study. Moreover, it is imperative to identify a definition of entrepreneurship to establish a reference term for this research on the crucial drivers of entrepreneurship from the perspective of the micro-businesses run by the Nigerian enclave in Nordrhein-Westfalen, Germany. This will allow a clear discernment of what research instruments need to be built up, the sample selection and methods of analysis.

Studying entrepreneurship involves identifying how opportunities to create something new are noticed and brought into existence by individuals who take advantage of these opportunities and use diverse means to exploit them (Baron and Henry 2011).

To transform inventions and innovations into monetary value, entrepreneurship is the process of taking advantage of an opportunity to introduce new services and products (Szycher 2014). This involves taking risks and investing resources to make something unique, designing a new way of doing something that already exists, or reaching out to a new or existing market (Nieva 2015).

Entrepreneurship is the identification, evaluation and exploitation of opportunity (Shane and Venkataraman 2000; Shane 2012). Therefore, an individual engages in entrepreneurial activities to take advantage of an opportunity to achieve personal goals (Stephan 2008). Entrepreneurship is concerned with the exploitation and discovery of opportunities for self-fulfilment and monetary reward (Kaltenecker et al. 2015).

According to Timmons (1994), entrepreneurship is all about creating and pursuing valuable opportunity irrespective of the current resources personally controlled. Bygrave and Hofer (1991), suggest that the entrepreneurial process comprises all activities associated with the identification of business

opportunities and finding situations or favourable conditions for business ideas to be realised. This process involves evaluating, exploiting and discovering opportunities for creating future goods and services (Shane and Venkataraman 2000).

Extending Shane and Venkataraman's (2000) views on entrepreneurship, Shane et al. (2003) argue that new ideas for creating goods and services do not have to come from the top of the organisational hierarchy. They can be generated from any part of the organisational structure. Therefore, the ability of anyone to identify opportunities is a vital part of the entrepreneurial process (Carter and Evans 2012)

Stevenson (2004) defined entrepreneurship more narrowly in terms of exploration, pursuing an opportunity beyond the resources presently controlled by the individual or group of people. Exploratory entrepreneurship, leads to the creation of new firms and new activities in existing organisations. This involves the process of trying to ascertain how opportunities to bring future goods and services into reality is identified, devised, and taken advantage of, by whom, and with what consequences (Venkataraman 1997; Shane and Venkataraman 2000).

The Global Entrepreneurship Monitoring (GEM) group broadly defines entrepreneurship as the process of establishing a new business or expanding an existing business by an individual or a group of individuals (GEM 2012). Hence, the creation of new businesses, the management of small businesses and the characteristics of entrepreneurs are the key issues in entrepreneurship (Hisrich and Drnovsek 2002).

As a phenomenon, entrepreneurship is associated with entrepreneurial activity and this involves a complex pattern of social interactions extending beyond individual entrepreneurs to incorporate teams, organisations, networks and institutions (Blundel and Lockett 2011). This primarily involves an economic function geared towards perceiving and creating new opportunities and introducing ideas into the market, under uncertainty, by

making decisions about location, product design, resource use, institutions, and reward systems (Carlsson et al. 2013).

Entrepreneurship, according to Acs and Audretsch (2003a and 2003b), embraces all new and dynamic business irrespective of size or line of business and is progressively recognised as a crucial element in fostering economic development and growth (Audretsch et al. 2006). Explicitly, entrepreneurship addresses the discovery and exploitation of opportunities to create new business ventures within the organisational context (Davidsson et al. 2001).

As widely believed, the process of entrepreneurship seems to stimulate competition, drive innovation, create engagement, generate positive externalities, increase productivity by introducing technological change and provide a route out of poverty (Audretsch and Thurik 2001). Therefore, a country with a great deal of entrepreneurial activities is likely to be constantly generating new or improved products and services (OECD 1998).

Entrepreneurship is the creation and management of new ventures, which allows innovation in products, services and markets (Uku and Marge 2017). The hallmark of entrepreneurship centres on the generation and application of value enhancement ideas which positively propel the economic and social-cultural development of the nation, the state and the community (Udu 2014).

The definition of GEM (2012) indicates a perceptual experience of entrepreneurship as an entity, a trait and a belief in the process. This usefully reflects the traditional definitions of entrepreneurship that look at venture creation as part of a process of innovation and improvement as well as identifying gaps in markets for products and services and finding the right resources to exploit and profit from these identified opportunities (Silva 2013).

However, the perspective in this research is that the circumstances in which entrepreneurs start their businesses are mostly driven by profit motives, survival instinct or both. Therefore, this definition fits better with the objective

of this study to identify and understand the essential drivers of entrepreneurship within the context of the micro-enterprises owned and supervised by the Nigerian community in Nordrhein-Westfalen, Germany.

By adopting a definition of entrepreneurship, this study makes no assumptions about what constitutes acceptable entrepreneurial activities amongst entrepreneurs both within and outside the Germany context. This is in line with the objectives of this study that included the exploration of how immigration and settlement patterns of the Nigerian community in Nordrhein-Westfalen, Germany, influences their business entry decision.

2.3.1 The Entrepreneur

The person of the entrepreneur takes centre stage in the various definitions, perceptions and assumptions of entrepreneurship. The entrepreneur searches for opportunity, embarks on innovative changes, exploits changes created by the external environment and has the skills and determination to turn their vision into reality (Anderson 1995; Bolton and Thompson 2003).

Therefore, the concept of entrepreneurship cannot be fully comprehended without talking about the entrepreneur; the person or the individual who gives entrepreneurship a sense of purpose and vision. These individuals are the ones who create, discover and exploit value-adding opportunities (Peverelli and Song 2012).

Soanes et al. (2010) emphasise the person or the individual who gives entrepreneurship a sense of purpose and vision, setting up a business, taking a financial risk with the singular objective of making profit. Therefore, an entrepreneur is an innovator who bears uncertainty and risks (Singh and Gupta 2015) and is willing to take on risk in an unpredictable world (Deakins and Freel 2009). A common feature in the assertion and perception of the entrepreneur is risk and change (Burns 2007).

According to Johnson et al. (2005), an entrepreneur is an individual or group of individuals who, through strategic management practices and innovative behaviour start and manage a business venture, specifically for growth and

profit. Consequently, personal goals are furthered through the establishment and management of the business. This perspective indicates that creativity and innovation are important elements in the process of entrepreneurship.

An entrepreneur is alert to profitable opportunities for trade (Kirzner 1979), recognising such opportunities the entrepreneurs can act as intermediary facilitating the business venture, identifying products and services, suppliers and customers. Profit arises from these intermediary functions. The entrepreneur, from this perspective, has insightful knowledge about the products and services which is not possessed by others (Deakins and Freel 2009).

Good ideas are there to be spotted and entrepreneurs are able to see an opportunity that others miss even though the data that generates that idea is there for others to see. Turning opportunity into reality, they are an agent of change bringing that opportunity to fruition (Deakins and Freel 2009). Entrepreneurs from this point of view are individuals who can spot and exploit opportunities.

An entrepreneur brings about change through the introduction of new processes, products or services. Therefore, the entrepreneur plays a pivotal role in economic change (Schumpeter 1934). Basically, the entrepreneur is not only an inventor; rather he or she is not afraid to take risks and decisions for an economic aim. In other words, the entrepreneur is an individual who is prepared to take risks to make a profit (Knight 1921). An entrepreneur is prepared to undertake risk in an uncertain world and use their innovative talent to overcome obstacles (Deakins and Freel 2009).

Entrepreneurs, as explained by Jean-Baptist (1803) and Jean-Baptist (1817), are individuals who have the capability to switch resources from an area of lower productivity and profit to an area of greater productivity and greater profit. According to this viewpoint, entrepreneurs are the lifeblood of the business world because they can spot a business opportunity and come up with new ideas (Deakins and Freel 2009).

Entrepreneurs and entrepreneurial activities can be likened to a bush fire whose natural appearance razes forest to the ground and simultaneously engenders new life. Consequently, entrepreneurs transform the society, the community and organisations through their radiating and energised entrepreneurial endeavour (Day 2000). Table 2 below summarises and captures clearly the many different aspects regarding the role of the entrepreneur as discussed above.

Table 2: Key Contributions on the Role of the Entrepreneur

Writer	Key function of entrepreneur	Additional insight is given
Baron and Henry (2011)	Ability to identify opportunity.	Entrepreneur's key ability is creative alertness.
Szycher (2014)	Innovator.	Entrepreneur as a hero figure
Nieva (2015)	Ability to spot opportunity.	Key influence of the environment. Profit is the reward of risk-taking.
Shane (2012)	Ability to spot opportunity.	Creative alertness. Uncertainty creates opportunity for profit.
Stephan (2008)	Ability to identify opportunity.	Achieving a personal goal is the reward of opportunity identification.
Kaltenecker et al. (2015)	Ability to spot opportunity.	Entrepreneur's key ability is creative alertness. Self-fulfilment and monetary reward are the reward of sporting opportunity.
GEM (2012)	Creativity, innovation and Organizer of factor of production.	Catalyst for economic change. Increased employment and income generation.
Carter and Evans (2012)	Ability to identify opportunity.	Creative alertness. Uncertainty creates opportunity for profit.
Shane and Venkataraman (2000)	Ability to identify opportunity.	Entrepreneur's key ability is creative alertness. Catalyst for economic change.
Stevenson (2004)	Ability to explore opportunities.	Exploratory abilities.
Venkataraman (1997)	Ability to explore opportunities	Hero figure.
Timmons (1994)	A risk taker.	Profit is the reward of risk-taking.
Udu (2014)	Creativity.	Value enhancement ideas. Key influence of the environment.
Carlsson et al. (2013)	Dynamic resource allocation.	Key influence of the environment.
Davidsson et al. (2001)	Opportunity identification and exploration.	Key influence of the environment. Uncertainty creates opportunity for profit
Singh and Gupta (2015).	Innovator.	Bears uncertainty and bears risk.

Format source: Adapted from the literature review.

The above list contains many key authors in the field of entrepreneurship. In addition to this, there is a further plethora of valuable works (Cunningham 2013). For example, the entrepreneur as viewed by Chell et al. (1991, p. 55), is a “deviant or marginal” character and the owner of a raw and natural developed talent. Chell (2001) sees entrepreneurial actions as being controlled by the entrepreneurs, who are themselves differentiated by their motivation for wealth creation and capital accumulation. Furthermore, entrepreneurs are those with the power and judgement to realise opportunities (Kalantaridis 2004; Cunningham 2013).

2.3.2 Entrepreneurship Frameworks

Several theoretical frameworks, grounded in management, anthropology, economics, psychology and sociology, on the multidisciplinary nature of entrepreneurship are now explored for their utility to develop and understand entrepreneur business entry decisions.

Opportunity-Based Theory on Entrepreneurship: Entrepreneurial opportunity has recently emerged as a core notion in the entrepreneurial process (Agnieszka 2015). Entrepreneurship is the identification, evaluation and exploitation of opportunity and an individual engages in entrepreneurial activities to take advantage of an opportunity to achieve personal goals (Shane and Venkataraman 2000; Stephan 2008; Shane 2012). In line with these frameworks, entrepreneurship is concerned with the exploitation and discovery of opportunities for self-fulfilment and monetary reward (Kaltenecker et al. 2015).

Entrepreneurial opportunities are the favourable circumstances and situations in which new goods, services, raw materials and organising methods are identified, evaluated, pursued and introduced for profit-making purposes (Jones and Butler 1992; Shane and Venkataraman 2000). An entrepreneur, according to this perspective, foresees and senses market trends and makes a timely response. The opportunity-based view of entrepreneurship refers to pull factors attracting an individual or firms to

identify or create a business opportunity (Burns 2007; Wach and Wherman 2014).

Resource-Based Theory on Entrepreneurship: In entrepreneurial ventures, resources play a vital role (Desa and Basu 2013) and the competitive advantage of the firm primarily lies in the application of both the tangible and intangible resources at its disposal (Lin and Nabergoj 2014). The exploitation of opportunity can be defined, as the assembling and deploying of resources available to a firm (Foss 2011).

Entrepreneurship is a creative and constructional concept, which involves the application of existing resources in a new and creative way (Johannisson 2011). The resource-based notion of entrepreneurship maintains that a prerequisite of being an entrepreneur is having unhindered access to resources; this enhances the ability of an individual or group to act upon, exploit, detect and take advantage of the opportunity created by the change (Davidson and Honing 2003). The resource-based perspective on entrepreneurship (Aldrich 1999) encompasses the following:

1. **Human Capital Theory:** Human capital has a positive influence on the formation of new business (Baptista et al. 2014; Hajek et al. 2015), and the quality of human capital resources available to a firm, improves their probability to find and identify market opportunities (Burke et al. 2000; Davidsson and Honig 2003; Fotopoulous 2014; McCann et al. 2014). The effectiveness of opportunity identification and exploitation centres on the experience and knowledge gained from education, which are distributed heterogeneously across individuals (Shane and Venkataraman 2000; Anderson and Miller 2003; Gartner et al. 2004).

Education, according to Shane (2000), enables the individual to acquire the basic capabilities to recognise opportunities in their surrounding environment and the ability to exploit them (Shane and Venkataraman 2000; Alvarez and Busenitz 2001). Knowledge of how

to manage a business, according to Cooper et al. (1994), can be gained informally, by observing how to make business related decisions. Such start-up experience and industry experience not only enhance business survival, but also positively affect resource acquisition (Kotha and George 2012). It is undeniable that knowledge accumulated by the founder throughout their careers can be of immense benefit to new organisations (Agarwal et al. 2004).

People with greater managerial experience are also, more likely to have developed the vital skills to organise new businesses, and are more likely to be in a better position to detect business opportunities, and raise capital, and thus, set up larger and better-equipped businesses (Shane 2000; Colombo et al. 2004). The core aims of small business can be achieved when the owners have a good education and good managerial skills (Rogoff et al. 2007). Therefore, educational level, previous experiences and a desire for economic wealth, as identified by Rauch and Frese (2000), are some of the important business entry motives.

2. **Social Network Theory:** The connections among individuals' social networks, and the norms of reciprocity and trustworthiness, that arise from them, can be referred to as social capital. These enable participants to act together and pursue shared objectives, more effectively (Putnam 2000; Putnam 2001).

Social networking refers to the ability of actors to extract benefits from their social structures, network and membership in the development of entrepreneurship (Portes 1998; Bhagvatula et al. 2010), and when entrepreneurs' social contacts contribute to their entrepreneurial goals, these social contacts are their social capital (Burt 1992). Consequently, social networks can have a substantial impact on entrepreneurial activity.

This framework, therefore, is of the view that through social networking entrepreneurs can have access to relevant information, technology, financial and non-financial resources, and business contacts. All these factors are vital for their inclination toward entrepreneurship or for the entrepreneurial success and sustainability (Burt 1997; Neergard et al. 2005; Ravingra and Wajid 2013).

Consequently, the lack of social connection and networks might hinder the ability of the individual to take advantage of available opportunities and transform them into a business start-up. It is believed, therefore, that even if the individual has the ability to recognise a window of opportunity, access to a larger social network will help in transforming this opportunity into a business start-up (Shane and Eckhardt 2003).

Financial Capital Theory: Entrepreneurial finance research has found that higher levels of financial investment correlate to the survival, growth and performance of emerging businesses (Cassar 2007). For most start-ups, the major source of financing comes from the founder's personal savings. As such, the amount of personal money invested in a business signals the entrepreneurs' commitment to the venture (Gartner et al. 2012; Casey et al. 2015).

As evidenced by Blanchflower et al. (2001), the founding of a new venture is most common when the founder has access to financial capital. While extending this argument, Williams et al. (2012), maintains that access to credit, lack of managerial skills and experience are key challenges faced by minority entrepreneurs.

As suggested by this perspective to entrepreneurship, individuals with financial resources are more likely to acquire the much-needed resources to exploit business opportunities and set-up new ventures (Clausen 2006). Other studies, however, disputed this theory (Davidson and Honing 2003; Kim et al. 2003; Hurst and Lusardi 2004), and from the perspectives of some researchers, the effectiveness of opportunity identification and exploitation,

centres on the experience and the knowledge gained from education, which are distributed heterogeneously across individuals (Shane and Venkataraman 2000; Anderson and Miller 2003; Gartner et al. 2004).

Sociological Theory on Entrepreneurship: The sociological views on entrepreneurship takes into consideration how social values and customs create environmental conditions that are either favourable or unfavourable for the pursuit of a potential business venture (Paul 2015). Fundamentally, this framework, anchors its postulations on the role of the society and social context of enhancing entrepreneurial opportunities (Landstrom 1998).

Life experiences influences and direct the thoughts, actions and the decisions of a person to do something remarkable with their lives. Consequently, the decision to become an entrepreneur evolves after a vital analysis of the characteristics of the person, their life positions and experiences (Reynolds 1991). Therefore, the sociological background of an individual, according to this school of thought, can operate as a decisive push factor to become an entrepreneur.

Economic Theory on Entrepreneurship: The economic views on entrepreneurship, consider incentives as the primary motivators supporting the pursuit of opportunity. This perspective on entrepreneurship takes into account the relationship between economic conditions and incentives in order to arrive at a risk-reward equation informing the decision to pursue the potential venture (Paul 2015).

The economic perspective of entrepreneurship also explores the factors which propel entrepreneurial behaviour. This model concentrates on human action within the context of a knowledge economy, and entrepreneurship, as seen from this model is the driver of the market-based system (Schumpeter 1934).

This model has been criticised on the several grounds. First, market systems are not purely competitive, but can involve antagonistic competition at times and the monopoly of resources can hinder entrepreneurship and competition.

Second, market activities are influenced by fraud, deception, taxes and control and entrepreneurship can occur in a non-market competitive situation (Simpeh 2011).

Anthropological Theory on Entrepreneurship: This model takes into consideration the cultural and social context or aspect in initiating a business venture. The culture reflects individual ethnicity, which affects attitude and behaviour and produces differences in attitudes and entrepreneurial behaviour (Shane 1994; Baskerville 2003). Hence, cultural practices, according to this perspective, contribute to entrepreneurial attitudes, which could be manifested in the creation of new venture (Mitchell et al. 2002; Baskerville 2003).

Entrepreneurship as argued by Lavoie and Chamlee-Wright (2000) and Sobel et al. (2010) is shaped and influenced by the culture of the entrepreneur. Therefore, it is true to say that many members of ethnic communities are prone to entrepreneurial activities because of their distinct cultural traits (Ram et al. 2010). According to this viewpoint, the cultural background of an individual can operate as a decisive pull factor to become an entrepreneur.

Psychological Theory on Entrepreneurship: Psychological views on entrepreneurship emphasise the individual personal characteristics that define entrepreneurship and their level of analysis is the individual (Landstrom 1998). This school of thought holds the view that there is a psychological profile common to entrepreneurs which predispose them to the pursuit of entrepreneurial activities (Paul 2015).

The core psychological dimensions associated with entrepreneurial inclination, as postulated by this view on entrepreneurship are: personality trait, the achievement need and locus of control, a predisposition towards risk-taking; independence and autonomy (Bygrave and Hofer 1991; Carter and Jones-Evans 2006; Burns 2007; Deakins and Freel 2009; Narata and Niladri 2015).

1. **Personality Trait:** This notion of entrepreneurship believes that there are enduring inborn qualities, characteristics and potentials in a person that make him/her an entrepreneur. Some of the entrepreneurial characteristics or tendencies according to this model include: being opportunity driven, demonstrating a high level of innovation and creativity; business know-how and managerial skills, dissatisfaction with the present status quo and a desire to excel and win. Optimism, resilience, being a hard worker, transformational in nature, intense commitment and perseverance are other significant entrepreneurial traits specified in this model. However, there is a lack of research evidence to support this theory (Coon 2004).
2. **Locus of Control:** Locus of control is an individual's perception about whether the outcome of our actions is contingent on what we do or on events outside our personal control (Rotter 1996). The success of an entrepreneur within this context is preconditioned on support from outside, known as the external locus of control and on his or her ability, the internal locus of control. While an individual with an internal locus of control believes that they can control life events, on the other hand, an individual with external locus of control believes that life's event is the result of external factor such as chance and luck (Bonnett and Furnham 1991; Cromie 2000).
3. **Need for Achievement:** This model proposes that entrepreneurs are individuals with a high need of achievement which propels them to create new ventures. Consequently, a high need for achievement is a personal characteristic of an entrepreneur, and by having a high motivation for achievement, an entrepreneur will always have the desire to excel and to work better than other people to achieve success (Robbins and Judge 2010; Tamizharasi and Panchanatham 2010).

A highly-motivated entrepreneur will behave in a manner which supports the need for achievement and success, resulting in a positive attitude towards the planned object or activity. The desire towards

achievement becomes an urge which motivates an entrepreneur's business entry decision (Sutanto and Eliyana 2014). It can therefore be said that, according to this model, entrepreneurs are driven by their desires to excel and achieve, and the need for achievement, therefore, has a positive impact on entrepreneurial inclination (Mohar et al. 2007).

4. **Independence and Autonomy:** A distinctive feature of an entrepreneur, according to Rauch and Frese (2000), is the ability to act autonomously and be independent. This implies not being dependent on another in taking the responsibility to perform. The desires for independence, therefore, accelerate individual passion for entrepreneurialism (Narata and Niladri 2015). For instance, independence, as in the case of this current study, therefore, involves the minority micro business entrepreneurs (the research respondents) taking the responsibility to use their own judgement and initiatives directed at start-up activities and taking them to fruition (Rauch 2009; Shane et al. 2012).
5. **Risk-Taking Propensity:** An individual's disposition to take risks has been understood in the literature on entrepreneurship as risk-taking propensity (Begley 1995; Kumar and Sihag 2012; Petrakis 2005). The ability to deliberately take risks has also been a distinguishing feature for entrepreneurial success (Carland et al. 1997; Rauch and Frese 2000). Therefore, risk taking propensity is perceived to have a substantial leverage on entrepreneurial frame of mind (Narata and Niladri 2015).

In summation, the aim of the above discussion is to apply a broad understanding of a range of theoretical perspectives to the current study. To further this, a systematic framework explaining entrepreneurship, entrepreneurs and the organisational context is applied. The rationale is to explore entrepreneurship within the context of independent retail businesses.

2.4 Entrepreneurial Drivers: Push and Pull Factors

According to Kirkwood (2009), there are core drivers of entrepreneurs' business entry decisions. These critical drivers can be divided between the push and pull motivational dimensions for entrepreneurial activities (McClelland et al. 2005; Segal et al. 2005; Shinnar and Young 2008).

2.4.1 Push Motivational Dimensions

Push factors encompass immigrants who are compelled by negative circumstances, such as unemployment, discrimination, lack of education and skills and social exclusion to enter self-employment. The existence of these push factors suggest that immigrants seek self-employment as an alternative to unemployment rather than specifically for economic independence (Soydas and Aleti 2015).

For instance, push factors such as the loss of employment or fear of unemployment are significant factors for entering entrepreneurship for many immigrants (Panayiotopoulos 2008; Soydas and Aleti 2015). This means that the entrepreneur sets about their entrepreneurial activities because of a lack of opportunity and as a result, such business entry motivation is not necessarily linked to the quality and virtue of the business activity being undertaken, but rather as a survival window within their host country as a result of their negative experiences resulting from the mainstream labour market (Chrysostome and Arcand 2009; Seviere 2010; Prescott and Nicholas 2011; Wahlbeck 2013; Rubach et al. 2015; Yeasmin 2016).

The approach, relates self-employment decisions to "push" factors, in which entrepreneurship is the alternative course of action when the individual or group is excluded from the labour market (Silva 2013). This type of approach is the farthest removed from the traditional understanding of entrepreneurship (Masurel et al. 2002; Silva 2013).

2.4.2 Pull Motivational Dimension

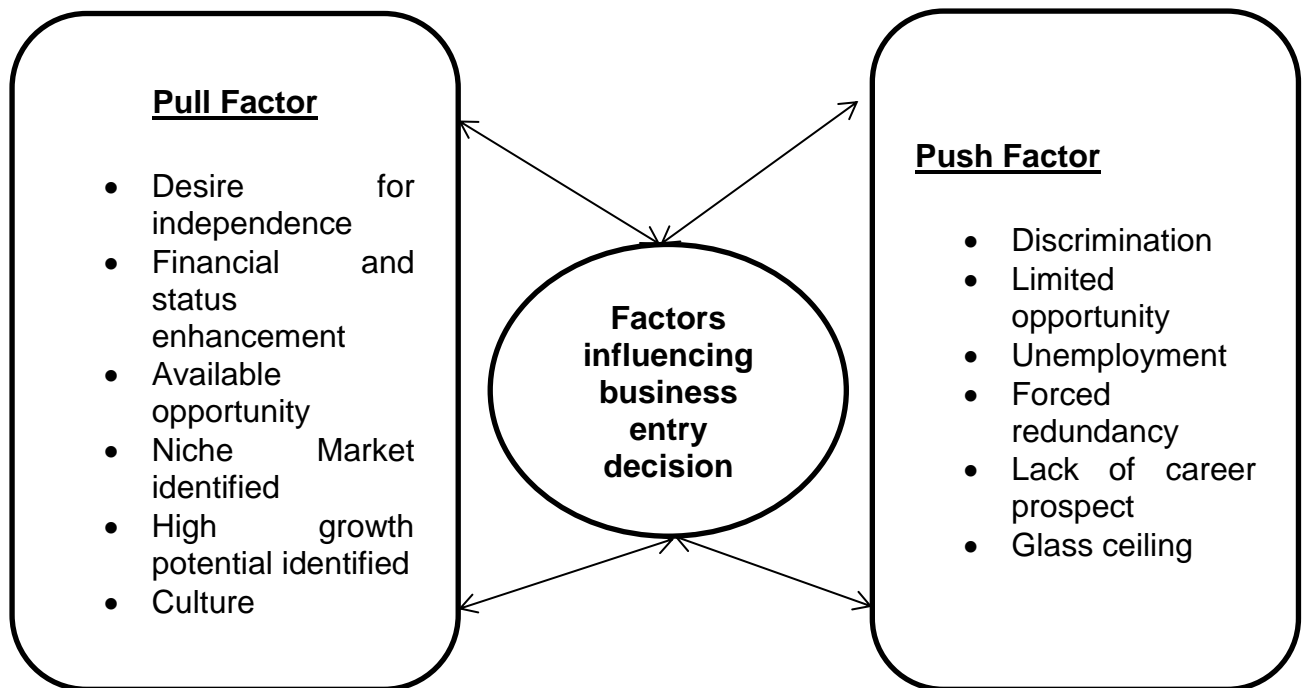
In contrast, pull factors refer to immigrants entering self-employment by choice due to their positive aspects and opportunities (Soydas and Aleti

2015). Motivations for self-employment from pull factors may include both extrinsic and intrinsic incentives. Extrinsic motivators are defined as obtaining financial compensation and intrinsic motivators are psychological rewards such as self-fulfilment, an opportunity for creative reflection, personal growth, recognition, challenge, excitement and satisfying a need for achievement, the freedom and control gained by being one's own boss, as well as employment protection for self and family (Robichaud et al. 2001; Soydas and Aleti 2015).

Pull factors are part of the classical approach to entrepreneurship; involving individuals who combine resources in an innovative manner to take advantage of a potential gap in the market (Silva 2013). Pull factors emphasise the positive aspects of business entry decisions and in relation to immigrants they explain entering self-employment as a choice due to its positive aspects and opportunities (Soydas and Aleti 2015). The entrepreneur finds the capital resources to create a new product, service, process or organisational structure and willingly assumes the risk (Bygrave and Hofer 1991; Silva 2013).

Drawing on the importance of entrepreneurship for economic development (Silva 2013), a lot of resources have been invested in reproducing the factors and conditions for the creation of entrepreneurs in a society. The diagram below captures many of the different notions around the critical drivers of entrepreneur business entry decisions as discussed above.

Figure 3: Factors Influencing Business Entry Decision



Source: Adapted from the literature

Discussions of migrant motivations for starting businesses have centred on these negative 'push' and positive 'pull' factors. Far less research has centred on the family business background that minority ethnic entrepreneurs bring to their new country and this may be pertinent in terms of their entrepreneurial intent, their skill set and indeed their aspirations for the business in the future.

2.5 Migrant/Ethnic Entrepreneurship

It is necessary to develop an understanding of the factors that specifically motivate and influence migrant entrepreneurship and ethnic entrepreneur's business entry decision making. Before understanding the self-employment decision, it is first necessary to define ethnic and immigrant self-employment to establish terms-of-reference for this research on the crucial drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein–Westfalen, Germany. This supports a clear understanding of what research instruments need to be developed, a sample selection and methods of analysis.

Entrepreneurship, according to Venkataraman (1997) and Shane (2008) is a critical tool for economic growth and development. It enhances regional development, generates employment and creates wealth, promotes invention and the launch of new products and services into society (Draft 2000; Morris 2001; Low 2006; Chiles et al. 2007). Since entrepreneurship plays a central function in economic and social development, it has obtained considerable attention from all sectors of society (OECD 2008).

Ethnic entrepreneurship, as noted above, is an established and developing feature of many industrialised societies. Aside from the social and economic role provided for the minority community, ethnic minority entrepreneurship is now a lobbying voice within the small business population (Carter and Jones-Evans 2006), a promising springboard for immigrants' social integration and an important form of economic activity (Hiebert 2003; Clark and Drinkwater 2010).

Ethnic entrepreneurship can be defined as minority micro business activities, links by people of a distinct ethnic or cultural origin than the indigenous population in a certain geographical area (Masurel et al. 2004) and according to Choenni (1997), self-employment activities associated with migrants with a distinct social-cultural background and ethnic background can be referred to as migrant entrepreneurship. Such migrant entrepreneurialism differentiates itself from normal entrepreneurship through: migrant product and services, customers from migrant markets and businesses of indigenous migrants (Sahin et al. 2009; Sahin et al. 2010).

Ethnic entrepreneurship is "a set of connections and regular patterns of interaction among people sharing common national backgrounds or immigration experiences" (Waldinger et al. 2006, p. 33). The emphasis of academic research has been on explaining these patterns of interaction the focus has been on studying the ethnic group itself. These groups have been defined as a segment of a larger group in society who identify themselves by common cultural traits, origin, language, and other, and in turn are identified by others as having these common traits (Silva 2013).

Therefore, businesses connected to a certain group, dependent on a certain community for suppliers, customers and workers are generally considered ethnic entrepreneurship or in broader terms, immigrant entrepreneurship, and are seen as entrepreneurship characterised by immigrant experience (E.U 2008). Minority entrepreneurship, according to the U.S. Department of Commerce (1997), equates to business ownership by any person who is not of the majority population. Frequently, they are considered to be a group of entrepreneurs outside mainstream society (Cooney 2005).

Through ethnic entrepreneurship, opportunity is provided for individuals with diverse culture and ethnic origin to start their businesses and have a springboard for economic and social integration into the host community. Consequently, according to Wang and Li (2007) and Silva (2013) and Wang (2013), the social and economic advancement of ethnic minority groups is facilitated within the mainstream group through ethnic entrepreneurialism.

Ethnic businesses, therefore, are those business ventures managed and owned by ethnic entrepreneurs whose ethnic group membership is bound to a common cultural origin (Kloosterman et al. 1998; Zhou 2004). The proprietor of such businesses, according to Waldinger et al. (2006) has a distinct group attachment by either self-definition or ascription by others. Nigerian owned and managed independent retail businesses in Nordrhein-Westfalen, Germany are therefore a good example of ethnic businesses.

Moreover, ethnic entrepreneurship can be practised in “enclaves” consisting of co-ethnic members who serve as avenues for economic improvement. Because of a tendency for ethnic minorities to concentrate in geographical localities, the development of some local economies, and the standard of living within them, may be heavily influenced by the nature and extent of ethnic minority business development (Portes 1995; Mavoothu 2009). Despite the consideration given to this ethnic enclave, the link between ethnic settlement patterns and the development of an ethnic economic base has not been adequately researched.

In practice, ethnic entrepreneurship in this current study is examined through the activities of ethnic businesses which according to Light et al. (1999) and Chaganti and Green (2002) are businesses operated and owned by a special ethnic group possessing a high level of ethnic community involvement (Light et al. 1999; Chaganti and Green 2002). While expanding this definition, Light and Gold (2000) define the ethnic economy as organisations or businesses owned and managed by ethnic entrepreneurs or enterprises in which ethnic entrepreneurs exert appreciable economic power.

Ethnic' or migrant economies (Light and Gold 2000) are composed of the individuals who identify themselves as belonging to the group and who are self-employed or employers, investors, managers and employees (friends, family and other community members), as well as clients and suppliers. They further introduce ethnic ownership and ethnic controlled economies, distinguishing the former in which migrants or ethnic groups own businesses and the latter in which they have control based on supply and demand chains, geographic clustering, and management and organisation (Silva 2013).

Whereas an ethnic ownership economy consists of small and medium-size businesses owned by ethnic or immigrant entrepreneurs and their co-ethnic helpers and workers, ethnic control economy refers to industries, occupations, and organisations of the general labour market in which co-ethnic employees (not owners) exert appreciable and persistent economic power. This power usually results from their numerical clustering, their numerical preponderance, their organisation, government mandates, or all four (Silva 2013).

In this research, the factors that influence entrepreneurial behaviour in the specific context of the entire Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, are being explored, focussing on an established community which acts as a draw to new migrants. To deepen understanding of the research that is undertaken here, the term ethnic, migrant or immigrant entrepreneurship is used

interchangeably to separate this group from the mainstream group. This is necessary to ensure clarity and develop a common understanding, should replication of the current research be considered.

2.5.1 Migrant/Ethnic Entrepreneurship Theory

The procedures by which migrants decide to their start micro–enterprises have been researched under theoretical frameworks, which highlight the environmental influence on economic decisions. Several theories have evolved over the years to explain ethnic entrepreneurship (Baycan-Levent et al. 2003; Clark and Drinkwater 1998) and extensive research has been completed on why entrepreneurs decide to start a business.

Through a review of pertinent literature in ethnicity and entrepreneurship, this study identifies and clusters the following main theoretical approaches that contribute to the understanding of the motivation of starting up an ethnic minority business and becoming self-employed (Panagiotis 2010; George 2015). This thesis, therefore, uses an existing theory of ethnic entrepreneurship as discussed below to explore the factors relating to the motivations of ethnic entrepreneurship business entry decision. The main frameworks to be considered to explain migrant decisions to start micro businesses in a host country are disadvantage thesis, cultural thesis, opportunity thesis, interactive model and mixed embedded approaches (Smallbone and Welter 2004; Minniti et al. 2006; Dana and Morris 2007, Lassalle et al. 2011; Parutis 2011; Silva 2013).

Disadvantage Theory: The disadvantage perspective of ethnic entrepreneurship explains ethnic entrepreneurship as a product of structural inequalities in the labour market affecting minority groups (Boyd 2000; Volery 2007; Hedberg and Pettersson 2012). Individuals of ethnic descent encounter serious structural limitations in entering the labour market (George 2015). As a result of these structural limitations, blocked social mobility, discrimination and marginalisation (Ram and Jones 2011; Wang 2012), push some members of ethnic communities into self-employment (Ensign and Robinson 2011). Employment discrimination in the mainstream economy

(Rettab 2001), disadvantages in the general labour market (Mavoothu 2009), along with a lack of education, experience, human capital, discrimination, poverty and restricted knowledge of the culture of the host country (Verheul et al. 2010) are some unfavourable factors pushing immigrant into self-employment.

Ethnic groups that are disadvantaged in the labour market concentrate their self-employment activities in marginal niches in the economy (Bun and Hui 1995). This not only helps their members to overcome such barriers, but also provides them an avenue of upward social mobility (Hammarstedt 2001; Basu and Altinay 2002; Kloosterman 2003; Chaudhry and Crick 2004; Wauters and Lambrecht 2008).

The disadvantage perspective to ethnic minority entrepreneurship therefore claims that most immigrants have significant discriminatory and disadvantage issues steering them into entrepreneurial activity (Fregetto 2004). This theory views entrepreneurship as a choice limited to unemployment and unfavourable factors (Nestorowicz 2011).

The prospect of running a business with considerable initiative and risk is seen as presenting economic and social mobility for immigrants with few opportunities in the open labour market (Ilhan-Nas et al. 2011). From this point of view, ethnic entrepreneurship, according to George (2015) could be seen as an ethnic population act or fact of surviving, when faced with adverse or unusual circumstances within the mainstream group.

Furthermore, in both developing and developed countries and regions, economic and social exclusion have been observed as a crucial factor, motivating workers because they offer a better comparative access to resources and employment opportunity. According to Constant et al. (2009) and Silva (2013), immigrants face integration problems in the host country because of differences in culture and perceived discrimination limiting access to social and economic resources.

There are several studies in the UK which focus on ethnic enclaves and their restricted access to economic resources e.g. Clark (2010), nevertheless, most efforts have been spent on researching and understanding aspects of social exclusion and the economic activities of minority ethnic groups (Irwin and Scott 2010; Silva 2013). To a very limited extent this has been expanded to include financial exclusion or the unequal access to bank accounts, loans, insurance products and transaction and credit services (Devlin 2005; Silva 2013). There is far less research in this area in a German context, but further exploration of the links between ethnic enclaves and their restricted access to economic resources and related economic and social exclusion is merited.

Middleman Minorities Theory: The middleman minority approach to entrepreneurial decision refers to self-employed immigrants who serve as mediators between their home country and their host economy. The minority migrant entrepreneur identifies products and services, suppliers and customers and works as intermediary. This provides minority migrant entrepreneurs access to services and products not directly available in their host country and profit arises from this intermediary role (Deakins and Freel 2009).

According to Bonacich (1973), a key feature of middleman minorities is the tendency to be temporary residents in a foreign country with the plan to return to their country of origin when their mission is accomplished. This leads the individual to choose occupations which do not tie him/her to the host country for long periods. Nevertheless, middleman minorities sometimes abandon their intentions to return to their country of origin, transitioning from impermanent to permanent settlers as they become more integrated into the host society (Volery 2007).

Smith et al. (2012), however, explained that the sojourner attitude of immigrants motivates them into entrepreneurial activities that allow them to survive and avoid direct competition with native majority group members.

Ethnic entrepreneurship from this perspective could be seen as an ethnic population survival strategy within the mainstream group (George 2015).

Cultural Theory: Individuals are all different according to their socio-cultural background after emigrating, they bring some of their unique cultural capital with them (Alexandre-LeClair 2014). Many members of ethnic communities as argued by Ram et al. (2010) are consequently prone to entrepreneurial activities because of their distinct culture.

Bonacich (1973) introduced the culturalist approach in which he argued that certain groups of migrants have the innate qualities required for success to start and manage their own businesses ventures. The individual's decision to become self-employed is shaped by cultural or religious traditions that provide a broad knowledge base, continuous apprenticeship opportunities in family businesses, and an attitude towards risk derived from their direct exposure to the trials and tribulations of entrepreneurship (Silva 2013).

Although there are cultural elements that could explain the predisposition of migrant groups to self-employment as a survival strategy, when faced with circumstances that limit entrance into the labour market it is difficult to see these as major drivers of decision-making (Silva 2013). Limited studies within the German context have been developed comparing the individual elements that drive migrant communities into entrepreneurship and those that differentiate them from their local counterparts. This type of analysis (Silva 2013) provides insights into how some communities are more successful than others in terms of social progression and inclusion through entrepreneurship, highlighting those elements that are not only cultural but also that clearly distinguish them from the local business and social environment.

The cultural perspective of ethnic entrepreneurship therefore emphasises the inherent cultural element in a particular group (Teixeira 2001). The cultural background of an individual, according to this framework, can operate as a decisive pull factor to become an entrepreneur.

Social Network Theory: Studies have analysed ethnic businesses from the formation of informal networks to the point in which they function as sources of information, resources, goods and services, and key contacts (Ram and Jones 2008; Silva 2013). The analysis of networks provides a framework from which to study the decision-making process by examining the extended social and economic factors that drive migrants to become self-employed. Network analysis (Silva 2013) has been used to explain many areas of the migrant entrepreneurial process: from the migrant's destination, living conditions and employment choices to business selection, funding and management.

What seems to be constant amongst migrant entrepreneurs is the use of social networks (Light and Gold 2008; Silva 2013). For instance, if independent retail businesses run and managed by the Nigerian community in Nordrhein-Westfalen, Germany are successful, it is possible for these to expand using the same resources, family, friends, and community as investors, management, labour force and customers (Aldrich and Waldinger 1990; Silva 2013). It is the network which offers the necessary protection to individuals who otherwise would be fragmented and possibly discriminated against in the labour market of the host economy.

The social network is composed of individuals, their families, friends, relatives, acquaintances and any others involved in exchanging information, resources, goods and services, and moral and affective support (Light and Gold 2008; Silva 2013).

The implications of this framework are that social networks provide information and support to migrants in their self-employment decision-making process. The more assimilated the network is into the host economy, the higher the degree of integration within its markets. This results in a wider array of employment opportunities to its members. Networks that have not been assimilated tend to operate on the margins of the host economy and have limited options in terms of exerting influence on labour markets (Silva 2013).

Opportunity Structures Theory: Immigrants, according to Simon (2013), may be shut out of more stable or lucrative jobs, resulting in fewer options for generating income. Entrepreneurial activity by immigrants, as a vehicle of social mobility and absorption into the host country, is mainly determined by the opportunities offered by the economic environment (Ilhan-Nas et al. 2011; Fray 2014; Rubach et al. 2015).

Within this framework, the migrant's decision is based on the opportunities offered by a host society. This drives the propensity of migrants to turn to self-employment as a way of meeting their financial goals in the host economy (Silva 2013).

Research shows that social networks, information access and sensitivity to opportunities affect opportunity recognition (Shane 2003; Blanchflower and Oswald 2004). Considerable information access about customers and markets are more likely to enhance new business opportunities than those with little or no information about customers and market trends (Shane 2003).

This perspective of ethnic entrepreneurship explains that those immigrants who have knowledge of the specific needs of their co-ethnics are lured into entrepreneurship and self-employment by moving into a niche that is mostly ignored by mass retailing businesses due to the low-purchasing power of the poorer minority areas (Ram 1997).

Therefore, ethnic entrepreneurship arises because of a demand for the culturally based products and services that only co-ethnic entrepreneurs find worthwhile providing (Hedberg and Pettersson 2012). The tendency of immigrants to turn to self-employment, as argued by Razin (2002), is strongly influenced by the opportunities offered by the prevailing environment in the host society.

The Ethnic Enclave Theory: An ethnic enclave is a small geographical territory within the mainstream community in which the inhabitant is of a different culture from those of the mainstream community (Ethnic Enclave 2014). Through this cluster, ethnic entrepreneurs are interlinked to form

business networks, employing co-ethnic groups and serving mainly co-cultural clients. The ethnic enclave becomes a sub-economy and a high level of support, reciprocity and information source for new entrepreneurs and customers, suppliers and employees (Dana and Morris 2007; Light 2007).

Ethnic entrepreneurship typically starts when an entrepreneur begins to serve co-ethnics through satisfying their ethnic needs, which is facilitated when ethnic groups are clustered in residing neighbourhoods (Hedberg and Pettersson 2012). This view of ethnic entrepreneurship argues that social networks emanating from ethnic minority clusters within a geographical territory play a pivotal role in ethnic minority entrepreneurs' business entry motivations (Hut and Rosen 2000; Dana and Morris 2007; Baron and Henry 2011; Hedberg and Paterson 2012; Canedo et al. 2014). Fairchild (2009) argued be said that an ethnic enclave shapes the motivations of minority ethnic entrepreneurs' business entry decision.

However, in a developed country, the formation of economic and social enclaves, according to Silva (2013), by immigrants runs contrary to the narratives on assimilation. The limitations immigrants face when attempting to integrate into the host country have been the subject of research aimed at explaining the formation of enclaves within most urban areas in developed nations (Kloosterman 2010; Silva 2013). Economists and sociologists have studied how, with limited access to employment and economic resources, enclaves are created as a platform for the human and financial resources available to immigrants (Bruder et al. 2011; Silva 2013).

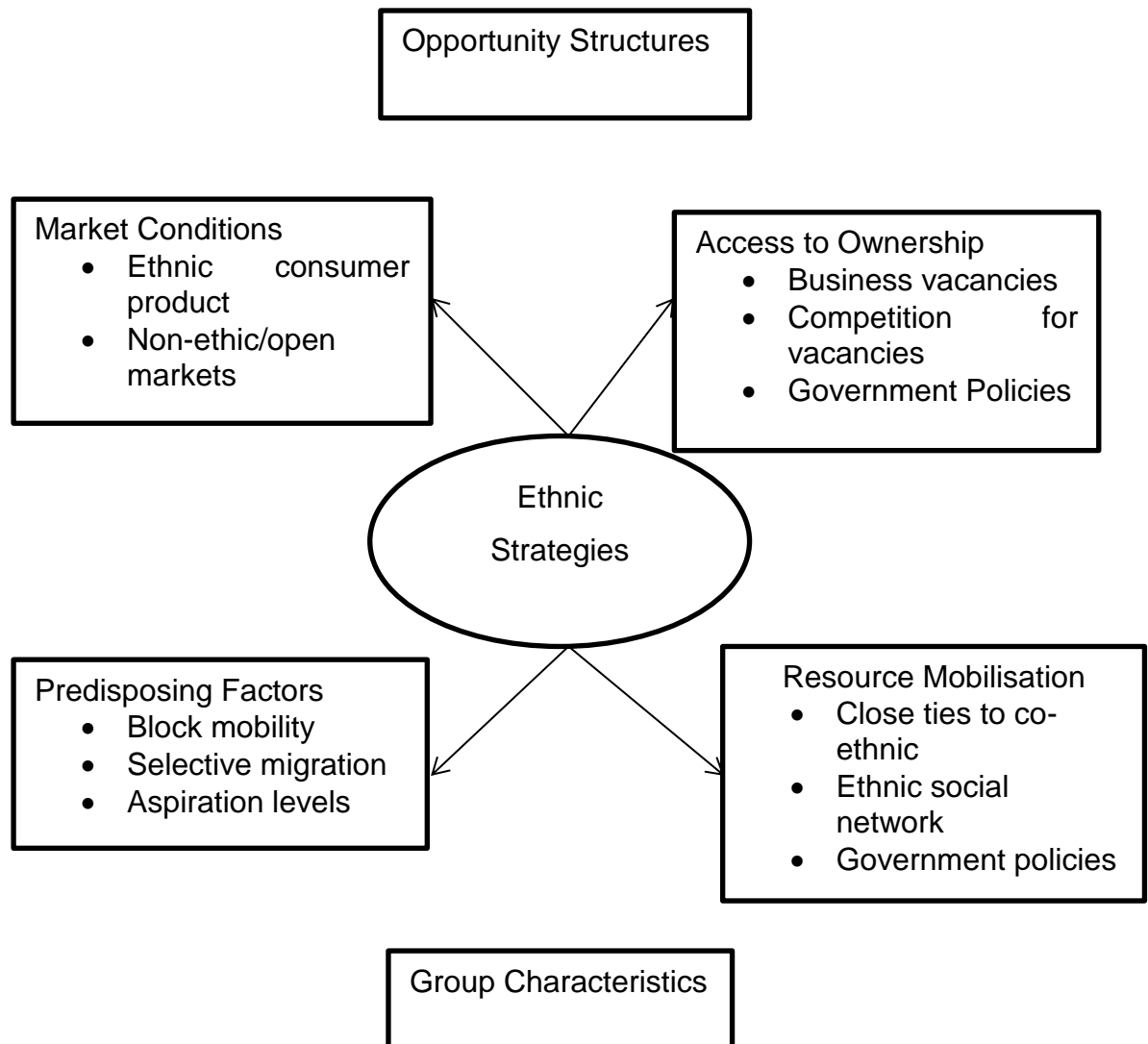
Interactive Theory: The interactive approach of Waldinger et al. (2006) explains migrant entrepreneurship through the interaction between a marginal community with a growing need for access to labour markets and an external but inaccessible economy where these opportunities exist (Silva 2013). This means there is labour segmentation in the host economy and job opportunities are perceived to be directly or indirectly blocked to migrants or ethnic minorities. According to this view the response to labour market segmentation is self-employment, although this will depend on whether

migrant entrepreneurs can offer the products and services that the enclave demands.

Accordingly, migrants businesses thrive in market segments when an economy's labour demand is restricted and migrants are forced into making the most of informal resources to satisfy demands for products and services in their communities (Silva 2013). The informal nature of employment and resourcing means migrant business owners have a better competitive position than domestic businesses.

Waldinger et al. (2006), argue that there is congruence between the demand within the host community economic environment and the informal resources of the ethnic group. Ethnic minority entrepreneurial opportunities, therefore, exist in the interaction with the availability of cultural resources and the demand of the economic social system in the host society (Aldrich and Waldinger 1990). In line with this point of view, the processes illustrated in figure 4 below generally conform to this interactive theory and the critical factors shaping ethnic business strategy.

Figure 4: An Interactive Model of Ethnic Entrepreneurship



Source: Waldinger et al. (2006)

Opportunity emerges from the development of ethnic entrepreneurship for specific needs and tastes, which only co-ethnics can satisfy. A great window for ethnic minority entrepreneurship also lies in taking advantage of the under-served or completely abandoned market by the mainstream group (Waldinger et al. 2006). The group resources dimension, according to Waldinger et al. (2006), focuses on the common resources shared by the same immigrant and ethnic group. The ethnic group or people can take advantage of the resources provided by their cultural traditions and ethnic

social networks to cushion the disadvantages faced in the host society. Ethnic enclaves provide markets with ethnic goods (Chrysostome and Arcand 2009), and this, according to Pütz (2003), plays a crucial role in the success of minority ethnic entrepreneurship.

The interactive theory shares the previous approaches view of entrepreneurs as individuals pushed into self-employment due unfavourable labour market conditions, and making decisions for their businesses based on a competitive strategy to deliver products and services at a lower cost than domestic businesses (Silva 2013). These frameworks focus on the influence of the economic, political and social environments on the migrant group as drivers of the entrepreneurial decision. Their focus is on the marginalisation of communities leading to self-employment as a reaction to exclusion from labour markets and to meet the demand for particular products and services from their community (Silva 2013).

Mixed Embeddedness Theory: More recent work has looked at mixed embeddedness as a theory to explain minority ethnic entrepreneurship. Mixed embeddedness views the emergence of migrant economies as a reaction to the structural limitations forced upon individuals as immigrants rather than filling gaps in the supply chain to meet the demand for products or services in their host country.

According to this framework the community has a constrained demand for products and services, limited by institutional factors. The decision to provide goods and services depends on what the group is allowed to sell rather than the relationship between consumer demand and what migrant entrepreneurs can offer (Silva 2013).

This perspective argues for a constant interplay between structural and cultural explanations; where social structures and market demands provide opportunity structures within which immigrants can create entrepreneurship while mobilising their ethnic resources (Kloosterman and Rath 2003). This model recognises the great influence the structures of a local economy and

legal institutions exert on existing businesses and the creation of new ventures (Razin 2002).

In explaining the opportunity structure of immigrant entrepreneurship, this perspective takes into consideration the immigrant's social network and the external environment of the host country (Kloosterman et al. 1999; Kloosterman and Rath 2001). Social networks can have a substantial impact on entrepreneurial activity because entrepreneurs are embedded in the social contexts that influence their decisions (Foley 2008; Vershinina et al. 2011).

Potential immigrant entrepreneurs achieve business start-ups by activating connections with others of a similar ethnic background in the chosen destination (Bashir 2007; Blanchard et al. 2008) and this, according to Simon (2013), gives them access to information and other resources.

In terms of finance for the ethnic business, ethnic entrepreneurs will often rely on personal finance or their transnational social networks instead of more formal funding bodies such as banks or other financial institutions (Blanchard et al. 2008). These social networks may not be the first funding option for entrepreneurs, but access to finance can be curtailed through a lack of understanding of business start-up funding (Ram and Jones 2007) or a lack of trust with these institutions (Deakins et al. 2005).

The use of ethnic firms by co-ethnic consumers can also be facilitated by local social networks. These social networks can further embed the ethnic business in the ethnic economy. Use of the ethnic firms by co-ethnic consumers can be for a multitude of reasons, including but not limited to: a place to use similar language, find food from the country of origin, catch up on events with co-ethnics, and find employment using a shared language and enable short-term migration (Burrell 2009).

In addition, the migrant who utilises firms in the ethnic economy is kept informed on events from the destination country. Social networks play a role in motivating an entrepreneur from a seemingly non-entrepreneurial culture

to start his/her own business. This highlights that entrepreneurship can be a vessel to escape marginality and socially integrate in the destination country (Dana 1997).

However, too much reliance on social networks by the ethnic entrepreneur can create a problem for the cultural integration of the entrepreneur and his/her business within the larger society (Dana and Morris 2011). As compared with those who are employed, ethnic minority entrepreneurs become engaged in social upward mobility, broaden the supply of goods and services by recognising more and different niches than native-born entrepreneurs (Hedberg and Pettersson 2012).

The embeddedness explanation has been used to explain decisions by East Asian migrants in the UK restaurant industry, especially in the deployment of ethnic strategies such as family involvement, long hours, product specialisation and urban location (Ram and Jones 2008; Silva 2013). This type of model has also been used with Chinese migrants and their higher relative levels of entrepreneurial activity (Silva 2013). Nevertheless, there remains the question of whether the self-employment decision is a first choice or as an alternative to unemployment. Research has shown that it takes time for migrants to move into self-employment given the resource constraints, in particular funds, for start-up (Ram et al. 2002; Silva 2013).

One common difficulty with the theories presented is that the explanations offered tend to be limited to institutional factors: social, economic and institutional structures that 'create' entrepreneurial activity within a community (Silva 2013). It is of vital importance to develop an approach that explains the realities of migrant self-employment decision-making in the context of arrival and survival within a relatively inflexible regulatory regime with few formal employment opportunities.

In summation, the decision to start a business is the critical element in the development of ethnic entrepreneurship theories. In the case of Nigerian migrants in Germany there are no studies addressing the question of whether

business formation is part of a cultural process or due to structural factors. This is a matter of finding out which has more influence on the ethnic group, either social custom, tradition or religious belief that prepare migrants to be self-employed or economic and political realities such as barriers to entry to labour markets, strict enforcement of work permits or discrimination (Silva 2013). The complexity of the phenomenon calls for a combination of perspectives and a better understanding of the individual and the influence of factors such as: immigration and settlement patterns, the economic integration processes, personal issues, environmental milieu and interactive factors in self-employment decisions, family and community networks that spread the knowledge of migrant entrepreneurship.

One of the objectives of this study is to explore and clarify the economic integration processes of the Nigerian community in Nordrhein-Westfalen, into the mainstream German economy. The current literature has a shortage of quantitative information on the community as a distinct group which means the starting point of this study must be modest. It is necessary to begin to develop an understanding of where and how these informal ventures are set-up and the characteristics of the entrepreneurs and their communities. Their demographic characteristics and experiences upon arrival are a key element in understanding the transition to self-employment.

2.6 Micro and Small Business Theory

Entrepreneurship is indispensable to economic growth and development (Shane 2008). It enhances regional development, generates employment, creates wealth, promotes invention and facilitates the introduction of new products and services into the economy (Draft 2000; Low 2006; Chiles et al. 2007). Thus ethnic entrepreneurship can be a significant contributor to national advantage (GEM 2011; European Commission 2013).

As suggested by Eyre and Smallman (1998) and Cunningham (2013), elements of entrepreneurial activity exist within every SME. A firm would never be able to succeed without this key component. Initial opportunity recognition and the drive to exploit such opportunity in the form of a

successful business venture are brought about by the firm commitment of the owner-manager (Eyre and Smallman 1998; Cunningham 2013).

The Bolton committee (1971), proposed a definition of the small business which reflects and is grounded in the differences in the various sectors; being independent, having a simple management structure as well as holding a relatively small share of the market (Carter and Jones-Evans 2006). However, the European Union introduced a more homogeneous definition in 1996, which was later revised in 2004 to account for the impact of inflation and the productivity changes (Carter and Jones-Evans 2006). Small and medium sized business, according to the European Union, embraces all organisations with staff strength of less than 200 people (Burns 2007). In the German context, enterprises which generate an annual turnover of less than 500 Million Euros and have less than 500 employees could be referred to as small and medium sized enterprises (IFM 2015). The German concept of an SME or “*German Mittelstand*” as it is also called, embraces both privately-owned businesses (essentially, family business) and larger firms (BMW 2013).

Small and medium sized businesses are the driving force behind the social market economy system in Germany. More than 99% of all German firms belong to the “*German Mittelstand*”. The “*German Mittelstand*” contributes almost 52% of total economic output and employs roughly 15.5 million people. That equates to approximately 60% of all employees subject to social security contributions. Furthermore, the training provided by the “*German Mittelstand*” makes a major contribution (7.9%) towards the comparatively low level of youth unemployment in Germany (BMW 2013).

2.6.1 Core Factors Affecting Small Businesses

Small business performance does not take place in a vacuum, but in a certain environment that has both challenges and opportunities for their acclaimed social and economic relevance (De Bruin et al. 2007). The core factors and its elements affecting small businesses are discussed now.

Environmental Factors: With increasing globalisation, new sources of production, including communication and information technology, have developed. Alongside this a more discerning and better educated consumer has emerged in mature market economies. These are some of the sources of unprecedented levels of changes affecting small business (Carter and Jones-Evans 2006). Furthermore, the unpredictable way these environmental factors emerge or change has a great impact on the nature and pace of small business development (Wyer et al. 2000).

In identifying and dealing with environmental changes, small business may face a major challenge because of a lack of time, management expertise and lack of understanding (Carter and Jones-Evans 2006). Therefore, small business owners and managers should endeavour to anticipate these changes and develop the competencies to embrace a dynamic future (Njanja et al. 2012).

Owner/Manager Personal Characteristics: The possibility of small business survival and growth depends on the personal characteristics of the owner/manager (Hove and Tarisai 2013). These include level of education and previous experience (Shafeek 2009). Moreover, within multiple settings and contexts, extensive studies have been conducted on the relationship of entrepreneurial activities with education (Zafar and Khan 2013).

Education, according to Shane (2000), enables individuals to acquire the basic abilities to learn about technology and markets, as well as recognise opportunities in their surrounding environment. In a nutshell, the better educated a person is, the more he or she can take better advantage of the economic environment in which he or she lives and the people in it.

Formal education allows individuals to develop learning aptitudes and organisational skills to better exploit such opportunities (Neeley and Auken 2009). Therefore, higher levels of education may give the entrepreneur a higher ability to solve problems and make decisions regarding business development (Ucbasaran et al. 2008). Furthermore, education increases

intrinsic motivation and the more enterprise education an individual acquires, the greater the prospects of the success of small and micro businesses (Clover and Darroch 2005).

Most people who run a small business, according to King and McGrath (2002), lack educational background, and, as a result, are not well equipped to carry out routine managerial functions in their enterprise. Cant et al. (2003), maintain that entrepreneurs often have good ideas and are competent but they lack ideas on how to run a business, resulting in them being unable to appreciate the fundamentals of business.

Professional experience has been identified as an important factor affecting small business and the likelihood of failure can be traced to the owner/manager's education and work experience prior to the business start-up (Kamunge et al. 2014). The small business owners and managers' previous management and professional experience in terms of having owned or managed a business, and the success or failure of such a venture affects the chances of the survival and growth of the business (Shafeek 2009). As well as this, previous job experience and occupational background, according to Sharma (2013), take on a significant role in entrepreneurship.

Professional experiences are essential ways of acquiring aptitude and abilities, improving capacity and reinforcing motivation. Consequently, an increase in the small business owners' and managers' professional and management experience will improve the quality and development possibilities of their businesses (Clover and Darroch 2005).

Marketing: Marketing is the only functional area that links products or services of a business to its intended customer, and ensuring that this function is properly managed is of crucial importance to small business owners/managers (Shafeek 2009). Weaknesses in understanding the core marketing issues impede the growth and development of their businesses (Stoke and Wilson 2006).

Human Capital: Entrepreneurship, according to Casson et al. (2010), can be regarded as one of the integral parts of human capital, which is of great significance to small businesses. It is here that the entrepreneurship and small business literature overlap. Entrepreneurship is not the routine managerial skill of taking decisions according to an established or official way of doing something, but rather, the skill of evaluating what these entrenched or formal ways of doing things should be. It is besides the skill relating to the processing of data and the skill involved in taking decisions in unanticipated business situations where ordinary procedures do not apply (Casson et al. 2010). Therefore, the competence, skill, and ability of small business owners/managers are crucial factors in the failure or survival of an enterprise.

Human Resources Management: Human resource management implies not merely the personal matters of sharing with internal stakeholders such as employees, but also managing external stakeholders such as investors, suppliers and customers, who are also critical to the business success (Stokes and Wilson 2006).

The lack of attention to strategic issues like human resources by management is one of the root causes of the failures of small businesses (Hove and Tarisai 2013). Furthermore, as the small business develops growth can quickly become limited due to the inability or unwillingness of the owner/manager to include others in the action of managing the enterprise (Pasanen 2006). The inability to manage human resources rapidly leads to significant inefficiencies within the business (Nieman 2006).

Finance: A lack of capital is universally seen as a key problem for small business (Kamunge et al. 2014); standing as one of the primary reasons for business failure (Fatoki and Garwe 2010). From a business point of view, small businesses will not be able to acquire the much-needed facility, attract and retain capable staff, or run a successful operation without adequate capital (Shafeek 2009). Some of the commonest reasons for financial difficulties in small and micro business are:

- Inability to raise sufficient funds
- Mismanagement of funds
- Lack of track record
- Lack of personal assets
- Lack of financial control and management (Stokes and Wilson 2006)

Therefore, finding start-up capital and the finance to sustain growth are some of the challenges facing small business entrepreneurs (McCormick and Pedersen 1996).

Business Strategy: Business strategy implies a business plan, which is meant to achieve a particular objective. Given that small and micro businesses have limited resources and cannot absorb the negative implication of making mistakes, the awareness of the impact of the strategy element is critical for the continued existence of small and micro businesses (Shafeek 2009). Therefore, the key to business success lies in the decision of small business owner/managers to identify opportunity, develop strategies, assemble much-needed resources and take initiative (Bidzakin 2009).

2.7 The German Context

Entrepreneurship plays a key role in the economic advancement of both developed and developing economies through new venture creation, and new companies, especially SMEs, represent the most important source of new employment in Europe (European Commission 2013).

There is no doubt that entrepreneurship as witnessed in most nations of the world, is a vehicle for kick-starting an economy in a period of economic downside; facilitates innovation and new enterprise formation. Thus, entrepreneurship is at the heart of national advantage (GEM 2011; European Commission 2013).

Van Praag and Versloot (2007) produced four main categories for the economic benefits of entrepreneurship:

- Innovation

- Production and growth
- Increasing individual utility levels
- Employment

A high level of entrepreneurial activity, therefore, contributes to economic growth and development (Raposo et al. 2011). However, the German context of entrepreneurship remains unusual, in part due to the historical issues of partition, then reunification in 1989.

Furthermore, one of the research questions of this study is to identify and understand the extent to which personal issues, environmental milieu and interactive factors influence ethnic minority independent retail businesses in Nordrhein-Westfalen. The contextual and policy environment for micro-businesses in Germany is key to understanding their transition into self-employment activities.

In this section, I start by analysing entrepreneurship within the German context and the policy environment for small businesses in Germany. Historically, Germany before its reunification was partitioned into two regions and four basic sectors after the Second World War. Various nations supported the economic and political reconstruction in the various sectors. As indicated in figure 5, the map below, however, indicates the two basic regions in Germany before reunification.

Figure 5: Map showing the two basic regions in Germany before reunification.



Source: Pinterest (2017)

In 1949, West Germany was formed through the unification of the American sector, the French sector and the British sector, while the Russian sector became the German Democratic Republic (Fritsch 2004). The map below (figure 6), therefore, shows the four basic sectors in Germany before reunification.

Figure 6: Map showing the four basic sectors in Germany before reunification.



Source: Pinterest (2017)

Economically, while the East Germany economy was structured in line with the Russian socialist model, the West German economy was built upwards to a market economy and within this period under review, the West German economy became the most economically advanced state and could be characterised as a well-structured market economy (Fritsch and Mallok 1998).

The historical closing of the border limited the mobility of goods, services and resources between the two states, invariably leading to divergent entrepreneurship and small business developments (Fritsch 2004). The divergent development in the various regions, according to Fritsch and Mallok (1998), was because of the Iron Curtain which limited the flow of resources and encouraged dissimilar types of economic and political models in the two states.

The flow of knowledge in West Germany was different from that in East Germany and this invariably accounted for differences in the technological

paths and the transformation processes in both regions. The dictatorial and rigorous bureaucratic tendencies in East Germany, as a result of the adopted Russian economic model (Fritsch and Werker 1999), negatively affected the technological path. This situation resulted in a limited variety of products and suppliers, and a low level of entrepreneurial activities in Eastern Germany (Fritsch 2004).

As follow up on the fall of the Iron Curtain in October 1990, West and East Germany were formally united, ending 45 years of West and East political and economic division of Germany (Fritsch 2004). Many drastic changes were initiated and these early stages of transformation have been characterised as Shock Treatment or Jump Start (Sinn and Sinn 1992; Brezinski and Fritsch 1995).

Many new businesses emerged following the fall of the Iron Curtain and the liberalisation of economic activities in Germany, and entrepreneurship was seen, in East Germany, as an opportunity to generate income, and overcome economic problems and unemployment (Fritsch 2004; Kawka 2007). The initial transformation shock was subsequently overcome by a more orderly economic and political development.

From 2005 to 2015, Germany gradually developed into a focal point for millions of migrants displaced from their home country by economic and political circumstances, and with the recent growth of the new immigrant population, the vital role of immigrant entrepreneurship in the economic wealth and the future economic development is acknowledged (D.B 2015; Dettmer et al. 2015). However, there remains limited research on the subject.

2.7.1 Policy Environment in Germany for Small Business

The economy of Germany has experienced dynamic growth over the past few years and managers and employees of SMEs have played a leading role in the economic and social development of Germany (Walter et al. 2008; BMWi 2016).

Entrepreneurialism and small business start-ups precisely, have developed into a broad focal point of the German authorities at federal, state and local level since the mid-1990s. According to Schrumpf (1990) and Welter (2006), it is seen both as a means to lessen or allay the problem of unemployment and to reinvigorate the economy.

To strengthen the development of small businesses, multi-faceted policies and programmes at all levels were introduced by the federal government of Germany, with the aim of supporting and improving the small and medium sized enterprise policy environment in Germany (BMW 2013).

The dense supporting structure at regional and sub-regional level, involving public and private partners, is another reason for the development of small business in Germany (Welter 2009). As a rule, German SMEs and new entrepreneurs can easily find a plan that will enable them to solve crucial issues they might experience in different phases of the development of their enterprise (IFM 2007).

The federal government (Welter 2009) began a new SME initiative in 2006 to enhance the competitiveness of small business. Based on the requirements set out in the Coalition Agreement, and the fine-tuning of existing, successful instruments, the German Federal Government's policy areas for small and medium sized businesses aims to strengthen the growth forces in this business sector by:

1. Creating a favourable environment for small and medium sized companies
2. Systematically reducing bureaucratic obstacles
3. Launching a business start-up campaign as the catalyst for more start-ups
4. Strengthening the innovation of small and medium sized businesses
5. Furthering the development of the training agreement and vocational training
6. Improving the funding situation to facilitate investment activity

7. Mobilising more venture capital for high-tech entrepreneurs and new technology companies
8. Stronger support for small and medium-sized businesses in overseas markets (BMW 2013)

These SME initiatives are backed at regional level by the joint task development of the provincial economic structure (*Gemeinschaftsaufgabe Verbesserung der regionalen Wirtschaftsstruktur*). The Joint Tasks of the federal and state governments and the Joint Task development of agrarian structure and coast security (*Gemeinschaftsaufgabe zur Verbesserung der Agrarstruktur und des Küstenschutzes*), were initiated for a more comprehensive rural development policy (Welter 2009; Federal Ministry of Education and Research 2016).

To strategically coordinate and integrate their regional SME policies and decide on joint funding, the Joint Tasks are the primary mechanism used by the German federal and state authorities. The entrepreneurial region schemes are good examples of such initiatives. The entrepreneurial region schemes include such programmes as InnoRegio, Innovative Regional Growth Cores, and Centres for Innovation Competence, Innovation Forums, Interregional Alliances and InnoProfile. Specifically, the foci of this initiative are geared towards encouraging innovative SMEs, which enhances regional entrepreneurial development (Welter 2009; Federal Ministry of Education and Research 2016). These initiatives, in part, are a fresh means of promoting SME regional innovative networks.

Furthermore, there are different models to strengthen the development of entrepreneurship and SME policies at the state level. These models involve the establishment of a special state bank or investment agency, and the involvement of several ministries and districts in the responsibility for administering and realise the programme (Welter 2009).

At the state level, examples of such models, with the overarching aim of backing and improving the small and medium sized enterprise policy

environment in Germany include: AGIL (*Aufbruch Gründen im Land*) in Brandenburg, and TIP (*transparent - innovation - passgenau*). In 2000, the AGIL policy was introduced by the State Ministry of Economics to coordinate departments from different ministries (Welter 2009).

The AGIL policy was widened in 2002/2003 to include offices, universities, investment institutions, regional development departments, financing institutions, and more. TIP was geared towards enhancing entrepreneurship and small business in Mecklenburg, Germany replaced the *campaign Einfach Anfangen* in Mecklenburg-Western Pomerania, shifting its focus primarily on how to improve the survival perspectives in entrepreneurship (Welter 2009). Although entrepreneurship and SME models or approaches are top-down, they have, to a reasonable extent, succeeded in bringing together state and district governments and reaching beyond the administrative level, in terms of developing a policy environment in Germany for SMEs.

Local government in Germany is primarily interested in encouraging local economic development in their own region. The various policies aimed at developing entrepreneurship and SME at local government level in Germany include support initiatives for new and existing small firms. The main contributors at local government level in Germany are: the departments of economic development of the administrations, business associations, and agencies responsible for business development, often partly owned by municipalities and districts (Welter 2009).

Such support initiatives at local government levels in Germany offer several different kinds of services, such as consulting services, company related information, and advice regarding public support programmes as well as establishing new ventures. The aforementioned services act as mediators between the local administration and investors (Welter 2009).

To reach out to the various target groups, and to boost the overall level of entrepreneurialism the German policy environment for entrepreneurship and small business extends into education (Schrumpf 1990; Papenheim and

Görisch 2001; Welter 2009). In addition to encouraging graduate entrepreneurship, this initiative promotes entrepreneurship education in universities and schools, explicitly backing disadvantaged target groups, such as young people and entrepreneurs with small-scale financing.

Enhancing student awareness of entrepreneurial activities as one employment opportunity was also captured in the policy environment in Germany for small business. In the mid-1990s, by launching several SME projects and initiatives, the German government started targeting students (Welter 2006; EXIST 2016).

For example, in December 1997, the EXIST initiative was launched at the federal level in Germany. This initiative, comprises several different important projects, geared towards enhancing entrepreneurial activities among university graduates, and additionally instigates regional support networks amongst research institutes and universities (Schrumpf 1990; Papenheim and Görisch 2001; Welter 2009).

EXIST initiative, is a support programme of the German Federal Ministry for Economic Affairs and Energy (BMWi 2016). This programme aims to improve the entrepreneurial environment at research institutes and universities in Germany. It also has the objective of increasing the number and success of technology and knowledge based business start-ups in Germany. These are the three schemes that constitute EXIST:

1. The EXIST Entrepreneurial Culture: The EXIST culture of entrepreneurship supports universities in formulating and implementing a comprehensive and sustained university-wide strategy for increasing entrepreneurial culture and spirit
2. The EXIST Business Start-Up Grant: The EXIST business start-up grant supports students, graduates and scientists in preparing innovative technology and knowledge based start-up projects
3. The EXIST Transfer of Research: The EXIST transfer of research scheme funds both the resource development necessary to prove the

technical feasibility of research-based start-up ideas and the preparation necessary to launch a business (EXIST 2016)

Other programmes concerning German policy for small business often focus on entrepreneurial education in schools, in particular how to launch small businesses. At the federal level, such programmes include JUNIOR, which is complemented by state level initiatives. In Mecklenburg-Western Pomerania, Germany, for example, there are separate outreach programmes, aimed at encouraging entrepreneurial skills in schools (Schrumpf 1990; Papenheim and Görisch 2001; Welter 2009).

Since the mid-1990s, the federal and state authorities in Germany offered entrepreneurship support for disadvantaged groups. These groups have considerable difficulty in acquiring mainstream support and financial backing. There are two potential reasons for this: either existing services are not geared towards their specific needs, or the potential entrepreneurs lack the information, resources and qualifications to set up their businesses. The support offered includes financial aid for starting a business, often coupled with counselling and qualification courses (Welter 2009; Enterprise-MV 2016).

To raise the overall level of entrepreneurship, in the late 1990s the German government also started giving due consideration to female entrepreneurship (Welter 2009). Mainly found at the state level in Germany are small business support programmes, which are wholly selected and directed at female entrepreneurs. For instance, in Saxony-Anhalt, Germany, events for female students on career planning in entrepreneurship ran from 2005 to 2007 and small credit line operated in Mecklenburg-Western Pomerania, Germany, from 1996 to 2002. Nevertheless, such programmes, according to Kehlbeck and Schneider (1999), Welter et al. (2003), Welter (2006) and Welter (2009), only reach a limited number of female entrepreneurs.

Micro lending is a recent element in the policy environment for small business in Germany. Micro lending supports and acknowledges the fact that

specific groups of entrepreneurs, who start part-time businesses, frequently need a small amount of credit to boost their businesses (Welter 2009).

During the latter part of the 1990s, the German authorities introduced this type of micro lending programme at an all-inclusive nationwide level. This includes the start-up finance, which offers credit amounting to €50.000, and the micro credit which offers €25.000 for start-ups. These initiatives were targeted at new entrepreneurs for up to the first three years of business or within the first three years of business (Evers and Habschick 2001; Kay et al. 2001; Jung 2002; Habschick et al. 2004).

2.8 Nigerian Immigrant Entrepreneurship in Ghana

Self-employment is increasingly considered an effective strategy which improves the economic situation of ethnic minorities and enables their economic integration in the host country. Moreover, immigrant entrepreneurship is perceived as a way by which newcomers can contribute not only to the well-being of their ethnic community, but also to the economic development of the host country (Kushnirovich 2015). To understand how this applies to the present study it is useful to examine the experience of Nigerian immigrant entrepreneurs in another country in terms of their economic activities.

Nigerian immigrant entrepreneurship in Ghana and the broad participation of immigrants in economic activities in the country has a long history (Kobo 2010; Bosiakoh 2017). In the precolonial era, immigrants, including Hausa ethnics from Nigeria were attracted to Ghana, mainly because of the products of the forest-savannah ecology - cola, and later gold and other minerals (Ntewusu 2011; Bosiakoh 2017).

Colonialism introduced new methods in agriculture and mining, creating interest in other mineral resources, for example diamonds and cash crops such as cocoa and palm, driving Nigerian immigrant entrepreneurship in Ghana (Bosiakoh 2017). The development of these enterprises was characterised by immigrants, often from the same town and even from the

same compounds, to cluster and build up businesses in a process of chain migration. This process utilised the traditional apprenticeship system where the migrant could call on the labour of junior relatives and others, including friends and young community members when it suited them to learn and provide labour in the business (Bosiakoh 2017).

The locations of the Nigerian immigrant entrepreneurs show four areas of high concentration, namely the Kwame Nkrumah Circle area in Accra, Adum PZ-Kedjetia business precinct (Adum PZ and Kedjetia) and Suame Area (Suame Magazine and Suame Market Area) in Kumasi and Ashaiman Traffic Light Area in Ashaiman. These clusters contained different economic activities (Bosiakoh 2017).

There is diversity in the range of sectoral activities pursued by Nigerian immigrant entrepreneurs in Ghana. Many them are on the phone and IT-related accessories (29.2%; n = 12), food-related activities (17.1%; n = 7) and automobile spare parts activities (15%; n = 6). Overall, however, Nigerian migrant entrepreneurs in Ghana engaged in activities that encompassed retailing or selling (Bosiakoh 2017).

The Nigerian migrants can contribute to innovative entrepreneurship in their host countries in many ways:

1. By bringing new skills and competencies
2. Helping domestic innovative SMEs overcome labour shortages
3. Founding innovative high-growth companies
4. Supporting the creation and diffusion of knowledge (The World Bank 2018)

In the discussion on immigrant businesses is the role of the family is important (Seaman et al. 2016). As the social embeddedness theory suggests, the individuals' networks and personal relationships are significant, especially when one wants to mobilise resources to support a new economic activity. Thus, family members not only provide financial capital, but also

contribute indirectly, through business ideas, advice, know how transfer etc. (Bird and Wennberg 2016; Brzozowski 2017).

When coming to the host countries, most immigrants bear a set of cultural values, norms and ethnic identities which usually differ from the ones respected and practiced by the mainstream population (Brzozowski 2017). Those cultural values influence the broad tendency to live in the ethnic districts, social behaviour and religious practices as well as the economic decisions of the immigrant and the family in the host country (Brzozowski 2017).

2.9 Conclusion

Entrepreneurship and small business start-ups are highly valued in Germany, and policy is widely supportive to both these sectors of the economy. However, any positive impact on minority ethnic businesses is less clear and further research in this field is likely to prove fruitful. A central distinction between Germany and the United Kingdom are the differences in policy development and hence the different environment made for commercial enterprise. Consideration of the impact of policy in Germany might, given the success of the *“German Mittelstand”*, be expected to offer useful insights for a variety of countries and to forge an important strand of future research.

Furthermore, the features of ethnic business today in Germany are the consequence of the new waves of migration since reunification. This has led to new immigrant small business owners within these new settlements, including Nigerian owned and managed independent retail businesses in German cities. Business data on the participation of foreign nationals in the Federal Republic of Germany are very difficult to evaluate. However, this study aims to draw on work done in the UK to develop current understanding, whilst proposing new research appropriate for minority ethnic business communities in Germany.

This next chapter outlines the philosophy of the research methodology and its suitability. It addresses the possible methodological approaches before deciding which method is most fitting for this research.

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3.1 Introduction

This chapter sets out the methodology adopted for this research with consideration for the views held on the paradigms of epistemology, ontology and method, coherent with the objectives of the thesis, and provide the most effective way to achieve its aims within time and budget constraints (Silva 2013).

The distinctive characteristics of migrant entrepreneurship and ethnic minority independent retail businesses cannot be underestimated in this research. Choosing an appropriate research strategy in this study, therefore, required careful consideration. A clearly justified framework of analysis is needed in sample selection decisions, information gathering instruments, selection processes, analysis and organisation of relevant data. Underpinning this are the perspectives used to draw the conclusions on the findings of this research. This involves studying the different aspects of the research paradigms, epistemology, ontology and various methods used in investigation in relevant subject areas (Gilbert 2008; Silva 2013).

In this study, the discussion of the research parameters establishes the perception and assumptions on the nature of knowledge, and the design and the method used for this research (Wendy and Allison 2016). Nevertheless, given the multitude of valid approaches available, personal preference can also influence the selection of appropriate research strategy (Blaikie 2000). This inherent bias is common to all types of investigation and must be recognised (Diane 2014). It is also important that the rationale for the choices are clearly justified in terms of their best fit to answer the research questions (Silva 2013).

Fundamentally, this research project is aimed at exploring the critical drivers of entrepreneurship within the context of Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. The focus is on gathering information from research respondents and analysing it to explore the phenomenon under investigation in this study.

Therefore, the adopted methodological approach in this study must be able to recognise patterns in the respondents' narratives and examine these patterns against theoretical perspectives. These, in turn, will provide statements explaining the identified patterns in the respondents' narratives as variables representing concepts, processes and relationships (Babbie 2007; Silva 2013).

3.2 Core Aim of the Research

The core aim of this research is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This is an area that has received little attention from researchers.

3.3 Key Research Questions to be examined

From a critical review of the literature in the fields of: entrepreneurship, migrant/ethnic entrepreneurship, micro and small business, the policy environment in Germany for small and family businesses, the following research questions has been formulated. Each individual question seeks to explore specific issues related to the final aim of the research.

1. What are the factors that explicitly determine self-employment?
2. What are the factors that specifically motivate and influence migrant entrepreneurship and ethnic entrepreneur's business entry decision making?
3. To what extent has personal issues, environmental milieu and interactive factor influenced ethnic minority independent retail businesses in Nordrhein-Westfalen?
4. What are the distinctive features and demographic characteristics of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany, their pattern of settlement, numbers and migration patterns?

Within this research, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany are

considered as types of micro-businesses. The idiosyncratic nature of micro-enterprises are pivotal to this study, therefore, a very specific approach must be used in gaining access to the relevant information needed to achieve the study's aims. The theoretical and methodological approaches must allow the nature and character of the focal independent retail businesses to emerge (Cunningham 2013).

3.4 Research Philosophy

Research philosophies can be described as interpretation frameworks (Denzin and Lincoln 2003) or an underlying set of beliefs that pilot activity (Guba and Lincoln 1998). A research paradigm/philosophy that a researcher chooses influences the selection of research methods and overall the results of a research (Fejszes 2017).

Researchers are therefore urged to practice caution when determining what will be the appropriate research philosophy (Babbie 2007; Clayton 2010; Quimby 2012). However, different social research enquiries require different approaches (Fejszes 2017). This study will consider two key perspectives at opposite ends of the epistemological spectrum, positivism and constructivism, both are essential for this study.

3.4.1 Positivism

Positivism as a philosophical system recognises things that can be scientifically and logically proved (Soanes et al. 2010). A positivist orientation assumes that physical science and hence social science are based on universal truth, with the role of the research being to uncover such truth (Yin 2016).

Positivism views and treats social facts as existing, independent of the activities of both participants and researchers, and for a positivist, their aim is to generate data, which is valid and reliable, independent of the researcher's setting (Silverman 2013).

Positivists believe that there is an objective truth right there, and science and scientific research, with a positive view, is seen as a way to get to the truth.

The goal of the research, according to this school of thought, is to describe tangible phenomena that can be directly measured and observed. Therefore, intangible objects like emotions, thoughts and feelings, which cannot be directly observed or measured, cannot be seen as knowledge (Sekaran and Bougie 2013).

The world operates by the laws of cause and effect according to the positivist, and through a scientific approach to research, we can get to the truth, as well as predict and control the world. Experiment is the core approach of a positive researcher. This enables them to test and explain the cause and effect relationship, through observation and manipulation of variables (Sekaran and Bougie 2013).

The positivist research model is based on an objective epistemological lens, which develops the most objective strategy to get closer to the assumptions of reality, explained in quantitative terms (Thornhill et al. 2007; Creswell 2009 and Silva 2013).

This approach begins with a general theoretical basis, from which hypotheses that help to explore, understand and predict the phenomena are defined. A research project, from this perspective, is therefore designed to test a hypothesis, and the outcome of the research will confirm or reject an aspect of the theory, making necessary corrections, before additional tests are made (Creswell 2009; Sekaran and Bougie 2013; Silva 2013).

The generalisability of the findings of the research, the rigour and applicability of their research findings and the reliability of their observation, are of paramount importance to this school of thought, and using a general theory on a specific case (deductive reasoning), the positivist is able to advance ideas, thought and concepts, that can be tested through a fixed, predetermined research design with objective measures (Sekaran and Bougie 2013). The knowledge that emanates from the positivist model centres on observation and the exact quantity of objective reality that exists in the world (Creswell 2009).

Following an objectivist epistemological tradition, positivism, when applied to this study, would explain observable and measurable aspects of social reality to make broad generalisations (Silva 2013). However, the goal of this current research is to explore and understand how the phenomena under investigation have come to be what they are (Silverman 2013) through intangible objects like emotions, thoughts, feelings, perceptions and experience of the participants, which cannot be directly observed or measured (Sekaran and Bougie 2013). Consequently, the positivist model could not be adopted in respect of this research.

3.4.2 Constructivism

Constructivism criticises the positivist notion of objective truth and the search for objective truth, and holds the view that the world is mentally constructed, and therefore fundamentally mental. Through a close interaction with various elements and contexts, social constructionism focuses upon and explores how phenomena come to be what they are (Silverman 2013). Social reality, according to the constructivist notion, is a joint product created by the nature of the external conditions, but also by the person observing and reporting on these conditions. In line with this view, all social reality, as it is constructed in this manner, assumes a relativist rather than absolute nature (Yin 2016).

The social world, according to this research philosophy, influences the experiences, memories and expectations of individuals and groups, making reality, constantly constructed, re-constructed and de-constructed, through their different interpretations (Creswell 2012). Under this research philosophy, it is important to discover and understand the meanings and context of the variables, resources and patterns that shape the group and individual interpretation of what they consider important (Silva 2013; Silverman 2013).

This model holds the assumption that individuals develop varied and multiple subjective meanings of their experiences. The goal of the researcher is to rely on the participants' views of the phenomenon under investigation (Creswell 2009).

The social constructionist does not see human beings as an object, rather, they see human beings as social actors, and as a result, social phenomena are to be studied through the subjective mind of the participants and not only through observation (Lindgren and Packendorff 2007). This includes examining how the social roles of others must be simultaneously interpreted against a framework of the social, economic, and cultural experiences that define how individuals think of their own role. It also requires the researcher to become part of the observation: that is, to enter the world of the research subjects and view circumstances from their point of view. However, this is very difficult if the social group being observed speaks a different language or has cultural or religious practices that keep the social group separate from mainstream society (Silva 2013).

The ways in which people construct knowledge is of paramount importance to this school of thought, and through a study of the accounts of the research participants of the phenomena in question, the constructionist is able to uncover the rules and principles people use to make sense of the world (Sekaran and Bougie 2013). Since knowledge is relative to the individual, this philosophical view requires researchers to use their experience and judgment to work directly with the sources of information, gathering data and understanding different points of view to find a common meaning from theories can be developed from the phenomena studied (Creswell 2012; Silva 2013).

The social constructionist also focuses on the specific context and the process of interaction among individuals to understand the cultural and historical setting of each individual, to make sense of the meaning people have about the world (Creswell 2009). The social constructionist claims that social phenomena must be studied through the subjective mind of the participants and not only through observation. Therefore, this model is explicitly grounded in hermeneutic traditions, where there is no knowledge, beyond the individual inter-subjective and subjective perceptions of reality (Lindgren and Packendorff 2007).

3.4.3 Selected Approach

In this study, the social constructivist perspective was adopted. This model is justified by its ability to build a relationship with the participants and gather first-hand insight on their experiences. From a social constructionist perspective, an independent retail business, as in this study, is constructed in the social interaction between individuals, and the researchers' task is to enhance understanding of these patterns of interaction (Steyaert 1997; Chell and Pittaway 1998; Chell 2000; Fletcher 2003; Fletcher 2006). By taking into consideration the validity of all the constructed realities of participants, it is possible to resolve this phenomenon by inductively examining and exploring the personal story.

The main weakness of this subjective approach is that it is difficult to generalise. The close nature of the relationship between researchers and their subjects increases the possibility that the latter may influence the former's interpretations of the findings. Furthermore, the analysis is framed within the mind and values of the researcher, and it is necessary to articulate what these are, and clearly identify the bias in terms of judgements about the research questions being conducted, data used, methods employed, interpretation and analysis (Silva 2013).

3.5 Research Approach

According to Silverman (2013), there is no right or wrong research approach and the choice of an appropriate research method is preconditioned by the phenomenon under investigation. The goal of this section is to identify the ontological and epistemological stance taken in this study.

3.5.1 Ontological Considerations

Ontology, according to Yin (2016, p. 338) is the individuals' "philosophical beliefs about what constitutes social reality, and specifically, whether realities are singular or multiple." While extending this view, Silverman (2013), posits that ontology is the study of what constitutes reality and how existence can be understood. It explains what reality is like, and the basic elements it contains. Ontological issues are related to the characteristics and nature of

reality, and how existence and its structure can be understood (Hofweber 2011). Fundamentally, ontology concerns itself with what things have existed and their structure if any (Guba and Lincoln 1998; Crotty 2003; Corazzon 2012).

Within the context of this study, ontology in business research can be determined as the science or study of being (Blaikie 2010; Dudovskiy 2018) dealing with the nature of reality. Ontology is a scheme of belief that reflects an interpretation by an individual of what establishes a fact (Dudovskiy 2018).

The traditional Western philosophy of thoughts adopts the Parmenides ontology of being, which defines reality as being composed of clearly formed entities with identifiable properties (Gray 2009; Silva 2013). In terms of the social sciences, ontology deals with the following: the study of what is, or what exists in the social domain, the study of social entities, and the study of what all the social entities have in common (Silva 2013).

Ontology, in other words, is associated with a fundamental inquiry into whether social entities should be perceived as objective or subjective. Accordingly, objectivism (or positivism) and subjectivism can be specified as two significant views of ontology (Dudovskiy 2018).

In this study, the philosophical positions about what constitutes the nature and structure of realities can be illuminated from objective and subjective prisms (Neuman 2000; Neuman 2003).

Objectivist Ontology: Objectivism perceives the universe as an impartial, actual reality, uninfluenced by social interactions (Bryman and Bell 2007; Fejszes 2017). The social phenomena and its meanings exist independently from the social entities (Bryman and Bell 2011). Thus, it is believed that there is a single reality which cannot be influenced by the observer (Bryman and Bell 2003; Fejszes 2017).

Objectivists, in broad terms, are realists. They accept and deal with the situation as it is, and do not try to pretend it is different (Hornby 2015). Thus,

an objective ontology advocates that the world and its basic social elements exists as an empirical entity, which needed to be discovered, using conventional scientific strategies (Bassey 1995; Gill and Johnson 1997). Therefore, valid knowledge about the realities and its element is discovered through sensory observation of tangible structures and expressed in factual form (Bassey 1995; Mutch 2005).

Objectivism posits that social entities exist in reality and are external to social actors concerned with their existence (Saunders et al. 2012; Dudovskiy 2018). It is an ontological view that insists that social phenomena and their imports have an existence that is independent of social actors (Bryman 2012; Dudovskiy 2018). The philosophical orientation is that reality exists, is knowable and studied objectively, and researchers can use a quantitative approach to discover it (Morrison et al. 2000). Consequently, realities from the ontological perspective are concrete structures and processes waiting to be discovered through quantitative method. Furthermore, Objectivists contend that in any given society, there are extant laws which explain our behavioural patterns. In other words, the Objectivists assume that we are born into a world or society in which our behavioural patterns can be explained through causal laws (Easterby-Smith et al. 1991).

For example, in Germany, the various minority ethnic groups, mainstream groups, individuals, small businesses, including the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, are elements of social entities, regulated by various governmental policies, causal laws and legislation which, to a reasonable extent, explain their behavioural patterns within the German society.

As in the case of this study, such an approach would be applied through a specific and clear elucidation of the distinctive features and demographic characteristics of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, their pattern of settlement, numbers and migration patterns. These terms would be

presented as conditions within a defined structure, which determine their interaction with other elements of that universe.

Subjectivist Ontology: Subjectivism (also known as constructionism or interpretivism) on the contrary, perceives that social phenomena are produced from the perceptions and consequent actions of those social actors concerned with their existence. Formally, constructionism can be specified as an ontological position which maintains that social phenomena and their meanings are continually being accomplished by social actors (Bryman 2012; Dudovski 2018).

The subjectivists' ontological lens does not subscribe to the notion that realities exist out there in the world, irrespective of people (Mutch 2005), and need to be discovered using scientific conventional strategies (Bassey 1995; Gill and Johnson 1997). Comparatively, the subjectivists' ontological lens holds the view that social phenomena are the product of social actors' perceptions, and their perception about social reality influences their social behaviours. At the extreme level, the subjectivist ontological position (solipsism), according to Silva (2013), maintains that reality does not exist outside oneself, and the mind is everything and everyone, and consequently, reality is all imagination.

Therefore, from a subjectivist perspective, knowledge is relative. Social actors have the freedom to select what reality means, exercise autonomy and free will to shape their world according to their experiences (Silva 2013). A subjectivist position, therefore, means that individuals cannot distance themselves from their observations, and how these observations are perceived and interpreted.

The observers, from a subjective lens, are unable to immunise themselves from their natural and learned biases, which are the product of their educational background, social and economic status, intellectual pursuits, religious beliefs, practical skills, moral values, and everything else that defines them as individuals. In terms of the individuals' role in discovering

reality through an investigation, a subjectivist position would argue that the researcher should be actively encouraged to minimise the distance between him or herself and what is being studied (Silva 2013).

In addition, the subjectivist orientation to ontological issues views people as making their own sense of social realities, and researching social phenomena through the subjectivist prism, would mean that phenomena are not categorised into causal relationships, mainly because social relationships are always in constant flux (Morrison et al. 2000; Silva 2013).

In many instances, the questions in this research address the nature of the relationship of individuals to economic objects. The definition of these objects, in terms of the core aim of this study and the findings of this research also defines the entire perspective of the study (Silva 2013). For example, the answer to a key question such as how to define the Nigerian community owned and managed independent retail businesses demands an understanding of what an economic migrant is in terms of the individual's intention to settle versus temporarily sojourning (Silva 2013). This is also true of the formal activities that individuals engage in to survive or even objects such as goods, commodities, money, value, price, and exchanges.

All the aspects of life within the aims of this study are understood by each individual with their own interpretations and constructions. Consequently, there are a number of profoundly encapsulated ontological assumptions that affect the philosophical views on what is real and whether attributing existence to one set of things over another (Silva 2013). Therefore, an identification of ontology at the outset of the inquiry process is critically important as it influences the choice of the research design (Dudovskiy 2018).

Selected Approach

The ontological position, when adopted in this research, will include a subjective exploration of reality, with the intent of making sense of the perceptions, meanings and experiences, research respondents have

regarding the phenomenon under investigation from the subjective lens of those who lived and experienced it (Schwandt 1998; Creswell 2009).

In terms of this study, the underlying assumption is that the economic objects that determine the relationships of the Nigerian community owned and managed independent retail businesses or the ethnic/migrant group under study are the product of beliefs that have certain objective properties. The ontological description of this study will therefore include a predominantly subjective perception of reality, although accepting the influence of objective factors that define economic phenomena. Hence, it is of paramount importance to this study, given that the third core objectives of this qualitative study call for the analysis of respondents' perception, on how their immigration and settlement patterns influence their business entry decision.

However, constructivism, as discussed in section 3.4.2, asserts that people give meaning to the world by their contact and experience with it. Within a constructivist approach people's own accounts provide contextual knowledge for the researcher that helps the understanding of people's beliefs and behaviour (Mason 2005; Robson 2011; Fejszes 2017). Knowledge is communal, therefore understanding and knowing can emanate from anyone in society as a personally interpreted reality (Bryman and Bell 2011).

Ponterotto (2005) and Fejszes (2017) in line with Schwant (1997), maintain that constructivism accepts multiple but equally valid realities and considers social interactions as subjective and constantly changing. To further the aim of this research, the research questions focus on how people themselves frame structures of reality and their lived experience (Labuschagne 2003; Fejszes 2017). This research views the interactions in minority micro enterprises owned and managed by the Nigerian community in Nordrhein-Westfalen, Germany as constructive. Ontologically therefore this research is of the constructivist paradigm.

3.5.2 Epistemological Considerations

Epistemology and Ontology are two different perspectives on research philosophy (Dudovskiy 2018); therefore, there is a corresponding relationship between epistemology and ontology. Each one informs and depends upon the other which means there is a need to understand the positions of the researcher, since ontological assumptions may influence the epistemological choices and conclusions drawn (Silva 2013).

Epistemology according to Yin (2016, p. 335), is “the philosophical underpinnings of researchers’ belief regarding the nature of knowledge and how it is derived or created. The particular belief represents a person’s epistemological position”. An epistemologist emphasises the nature, possibility, limit and validity of gaining and acquiring knowledge (Rosenau 1992; Hughes and Sharrock 1997; Soanes et al. 2010).

Within the context of this research into business, epistemology, as a subdivision of philosophy, deals with the origins of knowledge. Specifically, epistemology is concerned with the possibilities, nature, sources and limitations of knowledge in the field of study. Alternatively, epistemology can be stigmatised as the study of the standards by which the researcher classifies what does and does not make up the knowledge (Hallebone and Priest 2009; Dudovskiy 2018). Put simply, epistemology focuses on what is recognised to be true (Dudovskiy 2018).

Epistemological issues describe the nature of knowledge and the method, standard and methodology of acquiring reliable knowledge, and the relationship between the knower and what is known (Chia 2002; Soanes et al. 2010). Therefore, epistemology deals with the theory of the origin, nature and limit of knowledge (Bryman 2001; Silverman 2013), and epistemological issues are generally centred on the rational and logical criteria for identifying, exploring and explaining what is claimed to exist in various shades and under different conditions (Alemika 2002; Crotty 2003). In terms of defining an appropriate methodological position for this study, epistemological positions

on the nature and status of knowledge can be viewed from both an objective and subjective prism.

Objectivist Epistemology: The world and reality can be objectively examined in positivism. A positive epistemologist believes that there is only one answer and thus objective measurement is possible (Raddon 2010; Fejszes 2017). From the perspective of an objective epistemologist, the notion of reliable knowledge is based on the direct observation of natural phenomena. Moreover, the structures of social reality exist, independent of personal thought, ideas and perceptions (Crotty 1998; Neuman 2003; Lincoln and Guba 2005).

The philosophical goal of the objective epistemologist is to develop the most objective strategy to arrive at the assumptions of reality and these are explained in quantitative terms. To take a positive stance in this study, for example, the objective epistemologists will position the qualitative data collected from this study's respondents, as separate from the researcher. The process of the qualitative data collection, the findings of this research, qualitative data management and analysis, will make the conclusions of this research more objective, reliable and holds greater authority (Thornhill et al. 2007).

Subjectivist Epistemology: On the other hand, the subjective epistemologist orientation views the world, social phenomena and its elements, as socially and mentally constructed, created, interpreted, and experienced by the individual in their interactions with other elements and contexts in the social system (Guba and Lincoln 1985). The philosophical goal of the subjective epistemologist is constructive and interpretive, and its purpose is to explore and understand a particular phenomenon (Farzanfar 2005).

A social constructivist, according to Raddon (2010), Anderson (2013) and Fejszes (2017), considers that there are different thoughts and opinions amongst people. A constructivist therefore proposes that each individual

creates his/her understanding and this leads to multiple interpretations (Fejszes 2017). Constructivism is thus the realisation that subjective meanings play vital parts in social actions (Flowers 2009; Fejszes 2017).

People's interpretations will influence their behaviour (Saunders et al. 2012) and in order to see them, a researcher needs to study people from near proximity (Creswell 2012). The social researcher must understand the subjective meaning of the occurring social action (Bryman and Bell 2007; Fejszes 2017). This is further described by Guba and Lincoln (in Bailey 2007, p. 53): "the social world is not an entity in and of itself, but is local, temporally and historically situated, fluid, context-specific, and shaped in conjunction with the researcher."

The subjective epistemological position in this study, for example, will focus on the data source at the time the data is gathered. This invariably means that knowledge of the phenomena under investigation in this study is through the interpretation of data collected from the research participants, interactions with the research participants, and experiences of the research participants. This would mean that the knowledge gathered from the critical drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, can only be obtained through the interpretations of their experiences.

Furthermore, the answers to the research questions are found from a consensus view of the different interpretations and find the most reasonable fit. The conclusions from such a qualitative study may, therefore, depend on:

1. The timing of the interviews in relation to their experiences
 2. The social and economic conditions under which the questions are answered
 3. Any ulterior motives individuals may have in participating in the study
 4. Their own interests in constructing a narrative of their experiences
- (Silva 2013)

Selected Approach

As with the ontological position, the epistemological stance adopted in this study is constructivism and subjective. Constructivism is based on the opinion that “all knowledge is relative to the knower” (Flowers 2009, p.4) and within the social constructive research other people’s understanding is what drives the research forward to build knowledge (Raddon 2010; Fejszes 2017). It thereby advocates that the views of all knowledge and meaningful reality are constructed upon individual practices, and out of the interaction between human beings and their social world (Crotty 2003). It is also subjective, since the nature of the research question, data collection, data analysis and conclusions that may be drawn are open and subject to interpretation.

Consequently, the methodological basis of this study, is based on how researchers and subjects interpret their world, and attempts to merge their horizons of meaning (Silverman 2013). This, according to Yin (2016), enhances a deeper understanding of the real-world context within which the phenomenon being studied occurs. Meanings in this qualitative research are, therefore, not discovered but constructed.

Understanding the Nigerian community and its independent retail businesses are important components of this research. This understanding is essential, particularly for discovering the perceptions of the key research subjects that objective two and objective five set out in Chapter One. The personal and thus subjective understanding that each research respondent has on these matters will lead the research. Therefore, epistemologically, this research is subjective and interpretive.

3.6 Qualitative and Quantitative Methods

Sociology and economics provide the dominant theoretical frameworks on self-employment decision-making models as the critical drivers of entrepreneurship. Traditionally, individuals are represented as rational, autonomous and self-interested agents, who make decisions with the sole

aim to maximise their utility and optimise their use of scarce resources (Ferguson 2008; Silva 2013).

These assumptions allow researchers an objective theoretical framework to build decision-making models which rely on quantitative methods of analysis to test hypotheses and draw conclusions on individual behaviour (Silva 2013). However, the intent of this study presents difficulties for selecting a research paradigm that places such strict preconditions in terms of the type of data required and methods of analysis.

As an exploratory study of the critical drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, this research calls for an approach that departs from the traditional neo-classical paradigm used to understand decision-making. By adopting a mostly subjectivist view, the phenomena under investigation in this study are viewed from the perspectives of the participants. The qualitative data are validated by their narratives and the key drivers of the entrepreneurs' business entry decisions are drawn from their point of view (Silva 2013).

Research in the fields of economics and finance traditionally adopt a positivist philosophy and quantitative methods are favoured by academics in the natural and social sciences (Silva 2013). This study, however, takes a different approach by embracing an interpretivist approach and qualitative methods to capture the understanding of peoples' perspectives, and examine how they experience the world around them (Bryman 2010). This study focuses on the critical drivers of entrepreneurial behaviours, among a relatively small group of Nigerian immigrants in Nordrhein-Westfalen, Germany, which is best suited to this type of methodological approach.

Qualitative interviewing provides a flexible, interactive and dynamic means of gathering information, in contrast to structured research tools, used in positivist framed studies, such as surveys, opinion polls and quantitative questionnaires (Creswell 2012). However, positivist methodologies have

clear cut advantages when it comes to researching large groups of people, using standardised formats, or a lack of access to all participants (Bryman 2010; Silva 2013).

Positivist approaches are preferred in economics and finance, as well as other social sciences, as they offer distinct procedures, and accepted validity and reliability measures, making quantification and interpretation of results relatively straightforward (Bryman 2010; Silva 2013).

This study's core aim, as discussed above, is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This research will mainly explore the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, as the minority ethnic group and their independent retail businesses as types of micro-businesses. Consequently, given the subject matter of this research a method was required which met the inductive needs of this study. This called for a qualitative study that understands the Nigerian migrant entrepreneurs based on their own perspectives on the social, environmental, cultural and business frameworks, which shaped their business entry decisions (Denzin and Lincoln 1998).

Qualitative research follows the constructivist model. It assumes that facts and reality are constructed socially, in context, and thus subjective (Creswell 2003; Anderson 2013; Fejszes 2017). Qualitative research is used when the goal is to investigate underlying concepts, meanings, behaviours and accomplishments (Fejszes 2017) and these cannot be measured by numbers, frequency and quantity (Denzin and Lincoln 1994; Phillimore and Goodson 2004). Hence, qualitative research methods are vital for sciences that study human behaviour (Kothari 2009; Fejszes 2017).

A qualitative approach can lead to hypothesis-generating research (inductive) unlike a quantitative method that leads to hypothesis-testing research (deductive) (Blaxter 2010; Lipscomb 2012; Holloway 2013). This

methodological approach allows for flexibility in the data collection procedure. Since qualitative research is wholly about the individual and understanding his/her views, qualitative research produces masses of rich data. The researcher will be immersed in the participants' experiences, which further strengthens the likelihood of understanding their perceptions correctly (Anderson 2013).

This research study attempts to make sense of the phenomenon, in terms of the meaning the participants in the study bring to the influences of these factors – to understand their views, as they deal with a wide array of influences on their lives. Therefore, this study provides an insight into entrepreneurial behaviour that would not be possible through purely non-qualitative procedures and methods (Hall and Hall 1996; Denzin and Lincoln 1998).

Qualitative research requires a range of interrelated methods to capture the variations in the dynamic variables of an individual's human experience. These are interpretive methods which allow researchers to look for better ways to make the experiences of individuals being researched more understandable (Bryman 2010). The design of these tools must be flexible to understand the world of immigrant entrepreneurs, and allow for changes in the dynamics of the investigation (Berg 2009).

Therefore, a clear research strategy, which should be open-ended enough in respect to the fieldwork, but also relevant in terms of research outputs, as suggested by Silva (2013), is required. This study adopts a qualitative research design to uncover crucial issues which are related to the critical drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

3.7 Qualitative Research Procedures and Designs

There is no predetermined method for qualitative inquiry. The choice of an appropriate method depends on the researcher's goal. Furthermore, it

depends on their epistemological and ontological perspective of the nature of the social world, the phenomenon under investigation, the research environment and the research audience (Punch 1998; Ritchie and Lewis 2003). Nevertheless, the nature of the phenomenon that is under exploration in this study calls for a non-positive approach and the social constructionist perspective adopted is the most appropriate to this qualitative research.

The option for this research is to take a constructivist approach and use qualitative methodology. This is in line with the ontological and epistemological stances outlined earlier in this chapter. Furthermore, the research aims as discussed in Chapter 1, Section 1.4 is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This research will mainly explore the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This minority ethnic group and their micro-businesses are a phenomenon that has received very little research before and therefore needs understanding.

As an example of extending knowledge on a specific topic, qualitative research according to Creswell (2012), Sekaran and Bougies (2013) and Fejszes (2017) is advised. Their lived experiences, views and the background values of the research participants are best captured by qualitative means (Saunders et al. 2012; Silverman 2013; Fejszes 2017). This is in line with the interpretivist belief that reality is constructed by the research subject and this needs understanding (Crotty 1998).

Qualitative research is a means of understanding individual perceptions and meanings about human and social phenomenon (Creswell 2009). The perspective of the research participants of the social world is of great concern in this qualitative study (Ritchie and Lewis 2003). Qualitative design is directed towards uncovering new insight. The broad purpose of this exploratory study is to gain new insight into the phenomenon under investigation (Brink and Wood 1998). This qualitative research emphasises

the exploration of individual experiences (Diane 2014). Hence, through a semi structured question, this study is able to collect rich data oriented to the distinct context of the phenomenon being studied (Creswell 2009; Sekaran and Bougie 2013).

Semi-structured interviews were chosen for this research to support investigating the research topic in-depth, to find out as much as possible about the phenomenon that is under exploration in this study (Waterton and Wynne 1999; Fejszes 2017). Since the response of research subjects to the topic is so important; reflecting the constructivist approach adopted in this research interviews were conducted face to face to take full advantage of the opportunity for interaction (Silverman 2009; Stake 2010; Quimby 2012; Fejszes 2017). Semi-structured interviews therefore suggest that the questions were prepared in advance, but those questions left space for open discussions (Silverman 2009; Packer 2011; Fejszes 2017).

Qualitative research locates the research participants in their own setting (Ritchie and Lewis 2003). While attempting to make sense of the participant's perception of the phenomenon under investigation, the qualitative researcher study things in their real world context (Denzin and Lincoln 2000). Presenting an accurate description of the respondents' perceptions of the phenomenon being investigated during the fieldwork is of paramount importance to this study (Brink and Wood 1998). Based on their perception, this research builds a deeper understanding of the phenomenon being investigated (Hussey and Hussey 1997 cited in Ikeda 2009).

The methodology involves an interactive collaboration with the research participants to shape the themes that emerge from the process, and by adopting this approach in this study, the critical drivers of entrepreneur's business entry decisions are drawn from the research respondents' perspectives, and the qualitative data are validated by their narratives (Creswell 2009). This research adopts a flexible and interactive interview strategy, rather than the experimental setting of bringing the research participants to the laboratory (Ritchie and Lewis 2003). However, the rigour

of this qualitative research is difficult to demonstrate (Bryman 2008; Diane 2014) because of its exclusion of a wide range of statistical and numerical data (Creswell 2009).

This study, therefore, upholds the views that a methodological approach, which allows the researcher to get closer to the participants and interpret their subjective views about reality, with a focus on inductive theory development (Shaw 1999), is most appropriate for this study. Thus, the theoretical bases of this qualitative research, centre on how the research subjects and the researcher interpret their social world, and attempt to merge their limits and horizons of meaning. This approach, gives this qualitative research access to the most important details or realities of the participant's everyday life from a new analytical perspective (Silverman 2013).

The general weaknesses of qualitative research often stem from its strengths (Denzin and Lincoln 1998; Patton 2002; Packer 2011; Anderson 2013) which depend on the nature of the researcher as the instrument (Warr 2004; Kane and Brun 2005). Since the researcher is involved in the data collection process, his or her influence needs to be reduced as much as possible. It can be a challenge for the researcher to remain consistent with all participants throughout the data collection (Norris 1997). Hence the research can shift focus if the researcher is not attentive or does not have enough experience to safeguard the process and draw conclusions solely based on the data.

3.8 Eliminating Interview Bias in Qualitative Research

This qualitative study uses a methodology of semi-structured interviews within a social constructionist perspective. The researcher through open ended questions listens to what people do or say in their life setting, and collects rich information, oriented to the distinct context of the phenomena that is being studied (Creswell 2009; Sekaran and Bougie 2013).

However, a common issue in qualitative research is bias, primarily due to its subjective nature (Gilbert 2002; Neuman 2004). The interviewer and interviewee both bring their own values and prejudices to the research

(Quimby 2012). Being aware of this and reducing biases is vital for the credibility and thus reliability and validity of the research (Sekaran and Bougie 2013; Silverman 2013). The following strategies were used in this research to eliminate bias:

1. **Respondents Validation:** This study was tested and verified continuously by the research participants by research findings being shared with some research participants. The respondent validation provides the research subjects the opportunity to improve the accuracy of the research findings, and at the same time, reinforces the collaborative and ethical relationship (Yin 2016). This helps to eliminate bias and inconsistencies in the qualitative data analysis and interpretations in this study.
2. **Numerous Participants:** Interview bias can be reduced by involving several research participants from different backgrounds, but who are all close to the phenomenon under exploration (Saunders et al. 2012). In this research, semi structured interviews were used with the same key questions being asked to every participant to further eliminate interviewer bias (Silverman 2013; Fejszes 2017).
3. **Social Desirability Bias:** Fischer (1993) and Lavrakas (2008) indicate the tendency of interview participants to give answers which are socially acceptable rather than providing their honest opinion. Naturally, this causes bias and does not reveal their true views. This, according to Fisher (1993) is because “respondents are often unwilling or unable to report accurately on sensitive topics for ego defensive or impression management reasons” (p. 303). This can be reduced by framing questions in an indirect manner, e.g. asking the respondent what others might feel about the same issue (Fisher 1993; Fejszes 2017). Such a tactic as embedded within the interviews aimed to eliminate this risk as much as possible (see Appendix 6: Qualitative In-Depth Interview Topics and Questions). The research respondents (interviewees) responses to such question appeared positive as they without hesitation provided their views which led to the collective view.

4. **Policy Environment for Micro-Business:** Another potential concern was the fact that the research participants might criticise their geographical region based on the policy environment in which they operate. There is the possibility that the respondents may be overly critical of the negatives in their own locality based on perceived discrimination and the policy environment governing micro businesses, perhaps hoping that this study could focus attention on the issue and lead to improvements. However, such behaviour as noted by Kvale (2007) and Fejszes (2017) is rare amongst interview participants but cannot be ignored. This issue can be minimised by interview techniques. Asking for precise details and for collective opinions rather than individual opinion can decrease such a problem. The wide variety and number of participants as well as their different backgrounds all serve to lessen the risk of this specific bias (Robson 2011; Fejszes 2017).
5. **The Researcher/Common Thread:** In as much as the researcher is involved in the data collection process, researcher influence needs to be eliminated so far as possible. In addition, while the large amount of data might help in developing and understanding the phenomenon being explored, the data analysis can be problematic due to its richness and quantity (Gilbert 2002; Sekaran and Bougie 2013). However, the common thread emerging in the responses to the same questions was a reassurance as well as an indication that it was the research respondent's own opinion. As in the case of this research, when an interviewee's answer did not appear clearly, clarification was required (Fejszes 2017). Moreover, questions were logically grouped together on a topic so the interview process was more comfortable for both interviewee and interviewer to follow (Walliman 2006). In later interviews follow up questions were applied to clarify some common aspects, grounded in the interviewees' responses as opposed to the researcher's own thoughts (Fejszes 2017).

6. **Self-Evaluation/Reflexivity:** Self-evaluation is another way of eliminating bias in qualitative research. Greene (2014) states that reflexivity is an important way to scrutinise methodology. By using a reflective process such as talking about the research and the collected data with others, a distance from the research can be gained (Brannick and Coghlan 2007; Fejzes 2017). The research processes and findings of this study were discussed with peers doing the same qualitative research, experienced colleagues who and my supervisory team. This helped in a deeper reflexive analysis. Their experiences and views eventually helped to focus this study.

3.9 Inductive and Deductive Processes in Qualitative Research

The general paradigms of enquiry underpinning the social scientific method, according to Silva (2013), consist of inductive and deductive platforms. The exact role that the inductive and deductive procedures play with respect to each other will be dependent upon the unique and unfolding dynamics of any research. However, irrespective of the exact degree of influence of the two procedures, there will be a mutual interplay of influences rather than a single directional flow in all or most circumstances (Layder 1998).

3.9.1 Deductive processes

The deductive platform uses knowledge about things that are generally true, to think about and understand a particular phenomenon (Hornby 2015). The deductive procedures are related to syllogistic reasoning, basically, the idea that the logic of an argument relates its premises to its conclusion. The fundamental assumption is that if the premises of an argument are true, therefore, its conclusion must be true as well (Silva 2013). Syllogistic reasoning is associated with Aristotelian deductive logic and the Catholic Church authorities that held the monopoly of scientific knowledge, at least in the West, until the European Renaissance (Godfrey-Smith 2003; Silva 2013).

The arguments are not concerned with the 'truth' or 'falsity' of the conclusions, but in the correctness or validity of the argument. The deduction is essential in creating chains of reasoning, and therefore, analysing

concepts and relationships between theoretical perspectives (Phelby 1990; Silva 2013).

The deductive approach to research relates to hypothesis testing, and the research question is related to the theoretical perspectives which best explain concepts and relationships under study. These research questions on the relationships are formulated as hypotheses or propositions that can be tested against the findings of the research. The first step in deciding to adopt a deductive stance is to determine whether or not the hypotheses derived from the research questions are empirically falsifiable (Creswell 2012). The main tool for testing is logical deduction. Hence, from a general hypothesis, one can derive specific sentences, that are tested against observations. Knowledge is formed by continually inventing hypotheses that can be falsified through testing. The objective of scientific research is to falsify hypotheses, not to confirm them (Silva 2013).

3.9.2 Inductive Processes

Inductive processes rely more on the initial gathering of empirical data as a means of developing a more general (theoretical) understanding of the phenomenon (Layder 1998). Inductive procedures are methods of reasoning where conclusions or general rules are drawn from facts or examples. They emphasise observation and systematic empirical work as being the major tool for achieving knowledge. An inductive approach is focused on data collection and analysis to identify patterns suggesting relationships between variables (Soanes et al 2010; Silva 2013).

As these patterns become common, it is possible to make generalisations and theories about concepts and relationships. A thorough inductive process should lead to the discovery of a binding principle which allows the explanation and prediction of the behaviour of variables within the given research context (Silva 2013).

The inductive platform, as it stands, seems to match well the spirit of this qualitative research enterprise. Valuable ideas, produced by this qualitative

research, tend to follow a “bottom-up” procedure, in which specific field processes and data, drive the development of new concepts and insights (Yin 2016, p. 24).

3.9.3 Grounded theory

Glaser and Strauss (1967) identified grounded theory as an inductive platform, in which theoretical analysis is developed systematically from data gathered. Based on the views of the research participants, grounded theory creates an inductive and holistic understanding of the phenomenon under investigation in each research project (Goulding 1998; Charmaz 2006).

As a system of enquiry, grounded theory enables the researcher to derive a general theory, which is grounded in the perspective of the research participants (Creswell 2012). Important tools of grounded theory, according to Sekaran and Bougie (2013) are: theoretical sampling, coding, and constant comparison.

Theoretical sampling is the procedure of information collection for generating theory, in which the analyst collects, codes, and analyses the data. Then, the researcher determines what data to collect next and where to collect it, to produce his or her theory, emerging from the data (Glaser and Strauss 1967; Sekaran and Bougie 2013).

The data, e.g. interview data, is constantly compared to other data, e.g. other interview data, and after a theory has emerged from this procedure, new information is compared with the theory. If there is a bad fit within data or between the data and the theory, then the categories have to be modified until the categories and the theory fit the data. In constant comparison, conflicting and contradicting cases play a vital function in rendering categories and establishing theory (Sekaran and Bougie 2013).

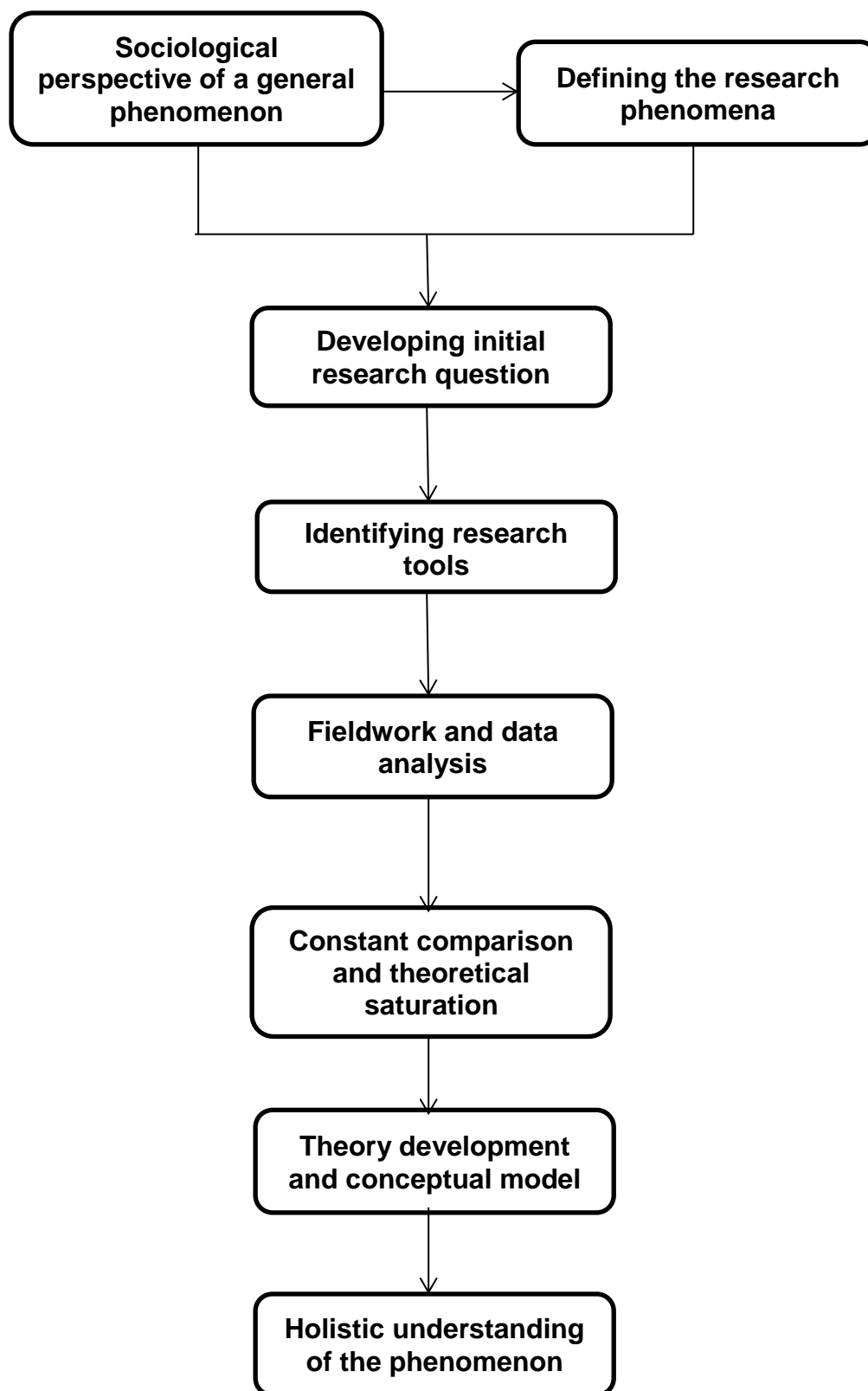
Furthermore, grounded theory expresses the idea that theory will emerge from data through an interactive performance that involves repeated sampling, collection of data and analysis of data, until theoretical saturation is reached. Theoretical saturation is reached when no new information about

the subject or phenomenon under investigation emerges in repeated cases (Morse 1995; Sekaran and Bougie 2013; Silverman 2013).

Theory, which depicts the relationship between category and the phenomenon, is the end result of theoretical saturations (Randal and Mello 2012). The purpose of grounded theory is the construction of theory rather than the application of existing theories (Charmaz and Bryant 2011). Grounded theory is fundamentally data-driven. Theories emerge from the data, rather than being constrained by previous theory (Silverman 2013).

In line with this point of view, the research processes, illustrated in figure 7 below, conform to the grounded theory approach, and are also in line with the iterative prior theory, incoming data and adaptive theory circumference, of the adaptive grounded theory, methodology pinpointed and discussed in Figure 8.

Figure 7: Qualitative Research Processes



Source: Adapted from the literature review

According to Glaser (1978), the research process defining the research phenomenon, developing initial research questions and identifying the sample. The literature, however, does not constrain the research; rather it acts as a lens to put the research in focus (Glaser 1978; Glaser 1992; Charmaz 2006; Randal and Mello 2012).

This step in grounded theory includes the generation of open coding, the establishment of core categories and the process of selective coding where incoming data are compared with the core category in a more appropriate manner (Glaser 1978). The various steps are conducted concurrently during the entire research processes and the data collection continues until a theoretical saturation is reached (Glaser and Strauss 1967).

Although grounded theory methodology has been widely accepted in social research (Randal and Mello 2012), this approach has been subjected to various criticisms because of its inherent limitations (Brown 1995; Glaser 1998; Gustavsson 1998; Charmaz 2006). For example, grounded theory does not recognise the prior assumptions of comparable experiences and phenomena, which limits the power and scope of its analytical capacity (Cresswell 1998; Layder 1998; Welsh 2009). Nevertheless, this inherent limitation of grounded theory approach was addressed in this study by adopting an adaptive grounded theory – a qualitative research, which is informed by the interviews.

3.9.4 Adaptive Grounded Theory: Qualitative Research Informed by the Interviews.

Adaptive grounded theory draws on a range of different approaches, assumptions, paradigms, and epistemological positions consistent to its own positions. Adaptive grounded theory engages in constructive interactions and dialogue with a number of other paradigms (Layder 1998).

This process engages an aspect of existing theoretical assumptions and conceptual models to reshape the direction of the research. This lends shape to the continually incoming research data. Simultaneously, the collection of

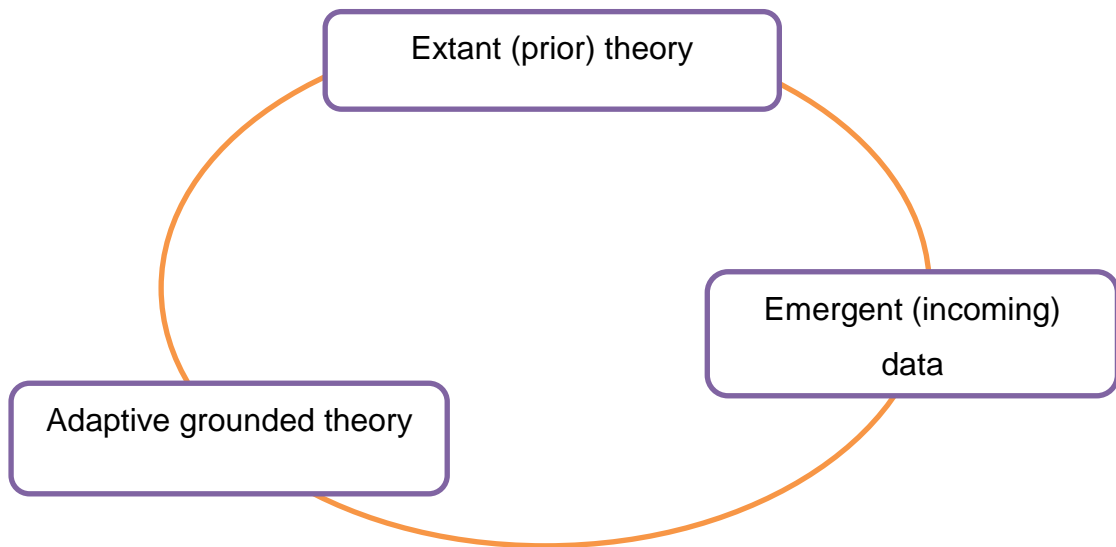
data derived from or guided by the research respondent experience or observation alone, without using the scientific method or theory helps to reshape the theoretical model. Qualitative data that does not comply with existing and recognised theories provide the bedrock, upon which the researcher identifies categories; build up new understandings and new theory (Layder 1998; Welsh 2009).

Moreover, this iterative approach, as this work illustrates, can be accomplished by taking the following appropriate research methods:

- Literature review relevant to research topic, leading to the identification of themes for inclusion in the qualitative data collection process
- Qualitative data collection
- Constant comparison, analysis and recognition of emerging themes
- Further in-depth review of literature connected with the core topics
- Comparison of findings with prior theory
- New theory development (Welsh 2009)

These six steps crystallise shape the structure of the research process for this current research. The dialectical and interactive processes between prior theory, incoming theory and adaptive grounded theory are illustrated in figure 8 below.

Figure 8: Dialectical and Interactive Processes between Extant (prior) Theory, Emergent (incoming) Data and Adaptive Grounded Theory.



Source: Adapted from Layder (1998, p. 167)

Extant Theory

Extant theory refers to all published and unpublished documents that can be brought into the form of knowledge and explanations, evidence of aspects of social reality. In relation to extant theory, extant data allows the researcher to draw upon the widest possible range of resources when working on a given project (Layder 1998). In relation to this research, extant data are literature in the fields of entrepreneurship, ethnic entrepreneurship, small business entrepreneurs and ethnic minority independent retail businesses. This provides the theoretical and conceptual framework for data collection and analysis.

Emergent data

Emergent raw data are the immediate findings and information of the current research project. They provide a base for the continuous “testing-out” of extant theory, as well as a source for the suggestion of new concepts and theoretical ideas (Layder 1998, p. 165-166). The immediate findings that come forth from this current study provide a foundation for examining extant theory; a source for the proposition of new concepts and theoretical ideas.

3.10 Qualitative Research Design Structure

As discussed above, the exploratory nature of this study and the nature of the phenomenon under investigations require the use of qualitative data gathering instruments and analysis procedures. This approach is known as qualitative research design. The decision, to use a qualitative study, provided this research, with the flexibility to explore the critical drivers of entrepreneurs' business entry decisions, from the perspective of the respondents. Therefore, the qualitative approach is most appropriate to an exploratory study of this nature.

To answer this study's research question, it was necessary to consider an approach consisting of the following:

1. The exploration of the Nigerian community in Germany. Taking on board the fact that the phenomenon under investigation in this current study has not been examined specifically by other studies, it was critical to find references in the literature to ascertain the plausibility of addressing this gap in understanding.
2. As discussed in Chapter 2, the initial Literature Review, an exploration through academic literature and reports found that immigrants tend to cluster within certain geographical areas, forming economic enclaves with a business venture that cater for the community.
3. The next phase was to describe the community in Nordrhein-Westfalen Germany. This is an extension of the exploratory nature of this study, with the task of gathering information to identify the possible geographical areas where the Nigerian community is highly concentrated. Using the Yellow Pages, other telephone directories and informal networks, potential areas were identified. At this point, a pilot study, as discussed in the next chapter, was prepared to select the most appropriate area to carry out the research and to test the qualitative data gathering instrument.
4. Since the research sample in this study is relatively unknown, the preparation of the qualitative semi-structured interview instrument

used in collecting qualitative data in this research requires careful considerations and preparations. This provided a clearer picture of the population, but still requires testing; taking into consideration the influence of social environment on minority ethnic independent retail business owners and manager's attitude towards research of this type. The interview was planned to provide the much-needed information on building explanatory models on the motivations of entrepreneurs' business entry decisions.

5. The final phase was to explain the motivation of entrepreneurs' business entry decisions. The interview process set-up allowed the researcher to gather narratives from the research respondents (twenty in total). The focus of the thematic analysis was to identify thematic patterns within the respondents' narratives that offered explanations of the core factors motivating entrepreneur's business entry decision.

A key understanding of this phase was to establish the theoretical foundation that would provide patterns of factors relating to the motivation of entrepreneurs' business entry decisions. As a follow-up from the findings of the literature review, the patterns and codes drawn from this exercise were used to determine the core variables under examination based on their rate of occurrences. Moreover, the findings of the last phase of this research helped to understand the phenomenon examined in this study and provides a solid base for future research in this subject area.

3.11 Summary

The aim of this study, is to capture the perceptions of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, on the critical drivers of entrepreneurship. Therefore, a clearly defined research plan, proposal and procedure are of paramount importance in accessing the quite distinct information to achieving the core aims and objectives of this research.

The ontological perspective taken in this study implies that small business entrepreneurs within the context of the Nigerian community in Nordrhein-Westfalen, Germany, and entrepreneurship are understood both subjectively and inter-subjectively by human beings. The ontological perspective taken in this thesis also influences its epistemological positions. Knowledge about the phenomenon under investigation in this study is produced through an understanding of how these individuals construct their entrepreneurial process. Taking into consideration the fact that entrepreneurs and entrepreneurship are socially constructed concepts, it is therefore meaningful to create knowledge, based on the interactions within which these concepts are produced and reproduced.

This research project aims to explore the drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. The focus is on gathering information from the research samples, notably the research respondents, and analysing it, to understand the critical drivers of entrepreneurship within the context of the Nigerian community in Nordrhein-Westfalen Germany. Therefore, the adopted methodological approach in this study must be capable of recognising patterns in the respondents' narratives and must examine these patterns against theoretical perspectives.

In this study, axioms relating to the expected drivers of the motivation of an entrepreneur's business entry decision will be related to key theories and concepts in economics and sociology. These, in turn, will be expanded into potential relationships, specifying critical factors driving the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. Consequently, an inductive qualitative grounded adaptive approach is adopted in this study and forms a backdrop to which the applied method can be viewed in context. This chapter set out the philosophy of the research methodology and its suitability. It addressed the possible methodological approaches before deciding which method is most fitting for

this research. The following chapter of this thesis deals with the overall application of the methodological approach.

Chapter 4 – Applied Methods

4.1 Introduction

4.2 Pilot Study

Issues Identified with the Pilot Study

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Sampling techniques

Probability Sampling Strategy

Non-Probability Sampling Strategy

Selected Approach

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Interview Analysis

4.5 Limitation – Traditional Qualitative Research Reliability and Validity

Dependability

Credibility

Confirmability

Transferability

4.6 Ethical Considerations

4.7 Summary

4.1 Introduction

As discussed in chapter 3, Methodological Considerations, the research design adopted for this study relied on choosing the most appropriate research method to accomplish the overall aim of this research. This called for defining an unknown population, taking a sampling scheme to provide a representative sample, as well as distinguishing the most efficient and effective means to collect and analyse qualitative data, and draw conclusions from the findings of this research (Gilbert 2008). However, the exploratory nature of this study made this process extensive and difficult, and therefore, behove on the researcher to consider several research tools, consistent with the constructionist nature of the qualitative methodology selected for this study (Silva 2013).

This section describes the overall application of the methodological approach and outlines how the methodology was employed to resolve the following core research questions:

1. What are the factors that explicitly determine self-employment?
2. What are the factors that specifically motivate and influence migrant entrepreneurship and ethnic entrepreneur's business entry decision making?
3. To what extent do personal issues, environmental milieu and interactive factor influence ethnic minority independent retail businesses in Nordrhein-Westfalen?
4. What are the distinctive features and demographic characteristics of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany, including their pattern of settlement, numbers and migration patterns?

Moreover, this chapter describes the process of sample selection, data collection, thematic coding, data analysis strategy and the core theoretical perspective used in the methodological application process.

4.2 Pilot Study

One of the most important facets of innovative research is the Pilot Study, the trial or pre-testing conducted in preparation for a large-scale study (Shader 2015). Its importance is displayed by the interest it has generated among researchers in diverse disciplines Pilot studies are used across a wide range of geographical and social spheres, and in many countries.

As explained by Tashakkori and Teddlie (2003) and Shader (2015), a pilot study, also known as a sub-set of the feasibility study is useful in quantitative and qualitative as well as mixed research design. It comes after the researcher has developed a clear insight into the research topic, the research aims and intended objectives, the research questions, the research methodologies and methods and what the research schedule will look like. This, according to Kanan and Gowri (2015) and Yin (2016) helps to fine-tune some aspect of the final study and potentially, offers a valuable insight into the full-scale study.

To check the relevance of the research questions and to ensure the responses given by the research respondents, would approximately answer the research question set for this research, an exploratory pilot study was conducted between April and June 2014 and May 2015, using a semi-structured interview schedule (appendix 5). Core themes captured in the exploratory pilot study include:

1. Personal and educational background
2. Immigrant History
3. Business Sector, Geographical Location and Location Advantages
4. Business Background
5. Business Start-Up Motivational Factors
6. Management Strategies
7. Export Intention
8. Business Succession Planning

Furthermore, this exploratory pilot study also provides an opportunity to test and refine the qualitative interview within the context of African and Asia owned and managed independent retail businesses, checking for time requirements and identifying privacy issues that may arise through qualitative interview questions.

Fifteen independent retail businesses owned and managed by African and Asian communities in Nordrhein-Westfalen, Germany, were initially selected and invited through purposive and snowball sampling strategies to participate in the pilot study, of which, ten finally participated.

Taking into consideration the fact that no previous information existed on the number of African and Asian small business entrepreneurs' in Nordrhein-Westfalen, Germany, the selection process was restricted to small businesses, and specifically, African and Asian owned and managed independent businesses providing ethnic products and services.

4.2.1 Issues Identified with the Pilot Study

The following core issues, which have helped to refocus the approach of this study, were identified through the exploratory pilot study.

Research Scope: This study's initial plan was to explore the drivers or what motivates minority entrepreneurs to manage micro-enterprises; that is, usually family run small businesses with less than 10 employees. The preferred research sample includes minority African and Asian community owned and managed small businesses in Germany. However, it was noticeable from this pilot study, that only a couple of them would be of relevant to this piece of research. Apart from being a member of the ethnic community, these people had assimilated into the German culture, and it would be unrealistic, therefore, to apply their background and experiences to benefit this piece of work.

Language: The semi-structured interview was originally designed for consistency and practical functions in English. A German edition was also devised, in case the respondents did not speak the English language. The first contact with respondents was made in English. During the interview, it was clear that they were at ease speaking in English. In fact, some respondents suggested that it is better to conduct the interviews in English than German with the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany,

Structure/Question: The data gathering instruments were structured so that respondents could talk freely about their motivations for business entry decisions. This enables the researcher to gather both subjective and objective information from the research respondents. Given that the respondents have limitations on their time available to participate in the interviews, the data gathering instruments were limited. The initial format of the semi-structured interview was restructured based on how well conversation progressed through the interview structure with the various participants.

These issues, as identified in the pilot study helped to re-design the data gathering instruments adopted in this piece of research, to capture the information necessary to answer the research questions. The resulting interview questionnaire was tested with the first few subjects, and refined in as more individuals were asked for their views. Furthermore, the pilot study was also essential to examine the approach to the issue, in terms of regional and cultural customs to be followed, language used, mannerisms, and other inside information, necessary to assume the correct attitude when dealing with people from the community.

4.3 Sampling Design and Selection Strategy

4.3.1 Introduction

The process of selecting an adequate number of the right elements from the target population is of paramount importance to this study (Sekaran and

Bougie 2013). As suggested by Layder (1998) and Ritchie and Lewis (2003), social science research basically relies on probability and non-probability sampling strategies.

4.3.2 Sampling Techniques

Probability Sampling Strategy: Probability sampling strategy draws a statistical representative sample from the target population. There is therefore the probability that every element in the target population has a chance of being selected in the research sample. On this basis, the researcher can generalise from the sample to the wider population with confidence (Layder 1998).

In the same vein, though by different authorities, probability sample or random sampling, as it is also called involves the selection from a known population a statistically defined sample, when a study intends to generalise its research findings numerically to the entire population. In a qualitative study, such a numeric bias, along with prior knowledge of the population, is not usually relevant (Yin 2016).

The selection of research participants, in random sampling, is based on a known statistical relationship between those selected and those who could have been selected: a universe. Therefore, at the end of the study, the findings of the research, based on random sampling strategy, can be deduced back to the universe (Yin 2016).

Although probability sampling techniques are not appropriate for qualitative research, it is generally seen as the most thorough and accurate strategy for quantitative or statistical research (Ritchie and Lewis 2003). This, however, is not an option in this study, because, the universe of the Nigerian community in Nordrhein-Westfalen, Germany, is largely unknown and invisible to the general population.

Consequently, the universe of the Nigerian community in Nordrhein-Westfalen, Germany, will be difficult for researchers to contact.

Fundamentally, this is a crucial issue in terms of the validity and reliability of comparable research findings (Silva 2013).

Non-Probability Sampling Strategy: The other type of sampling strategy is the non-probability sample, a sampling strategy in which there are no means of figuring out the chance, that every element in the target population has been selected in the research sample (Layder 1998). Unlike the probability sampling strategy, the non-probability sampling technique is not intended to draw a statistically representative sample from the target population, but, with respect to the population, it could provide, some significant insights and useful information (Sekaran and Bougie 2013).

This exploratory piece of work is inductive, with a firm feeling that every Nigerian community owned and managed independent retail business or businesses offer their own truth. The selections of an adequate sample for this study follows a qualitative approach, in which small numbers of respondents are engaged, to obtain their perceptions about the phenomena under investigation (Silva 2013).

Justification of Selected Approach:

The choice of a sample as in the case of this study depends on the overarching aims and objectives of the research (Denscombe 2010). In as much as the whole population of the Nigeria Community in Nordrhein-Westfalen-Germany (the universe is unknown) could not be interviewed, a small part of the population was required. This is called sampling, using a sample to represent the population that the research seeks to study (Sekaran and Bougie 2009; Saunders et al. 2012; Fejszes 2017).

Obtaining a contextual knowledge and understanding of the phenomenon was an important part of this research. Contextual knowledge of the data enables it to be used as evidence for research (Wengraf 2002; Qu and Dumay 2011; Fejszes 2017). Finding this deeper knowledge and understanding can be achieved by means of non-probability sampling of the population (Saunders et al. 2012; Fejszes 2017). This suggests that

participation within this research was applicable to those who fulfilled a specific criterion, possessing knowledge on the research phenomenon (Walliman 2006; Babbie 2007; Fejszes 2017).

In this qualitative research study, the samples are chosen in a deliberate manner. The overall goal of selecting the specific instances is to have research samples that will yield the most relevant data. In essence, they must be information rich, given the topic of study (Yin 2016). In this study, purposive, snowball and a theoretical sampling technique were adopted as the most appropriate sampling strategies.

Purposive Sampling

Purposive sampling of respondents, conducting in-depth interviews, as applied to this study, involves the selection of each sample element for a purpose, because of the unique position of the sample elements (Schutt 2014; Yin 2016). The research participants are chosen because of their inherent specific features that enhance a detailed exploration of the research phenomenon (Ritchie and Lewis 2003).

Equally important, in this study, is that the selection of these instances, seeks to obtain and maximise the widest range of information and views of the phenomenon under investigation in this research (Yin 2016). The open-ended qualitative interview questions, as adopted in this study, allow for an in-depth exploration of the research questions, providing insights and points of view not accessible through quantitative methods (Silva 2013).

This sampling technique, as used in this study, uses the distinguishing features of the target population as the basis for the selection of research samples. The research participants are purposefully selected in this study based on their expertise in the subject area (Sekaran and Bougie 2013).

The power and the logic of a purposive sampling strategy lies in selecting information-rich cases for in-depth studies (Layder 1998). Information-rich cases are those where “one can learn a great deal about issues of central

importance to the purpose of the research” (Patton 1990, cited in Layder 1998, p. 46).

Furthermore, research respondents are chosen in this study as needed, rather than as predetermined. The selection processes, therefore, require an initial clarity in terms of the basic features that are being compared, in order to control the impact they may have on the scope of this study, and this, initially, necessitated the use of simple comparisons, based on matches to a particular criterion (Silva 2013).

Snowball Sampling Strategy

The exploratory nature of this study also necessitated the use of the snowball sampling strategy. In this sampling method, the sample elements are selected as they are identified by successive informants (Yin 2016).

For example, in the process of an interview, the researcher might learn about other prospective research participants who can be interviewed. The snowballing occurs when the researcher follows such a lead and new research participants result (Yin 2016).

The snowball sampling strategy is useful for a hard-to-reach or hard-to-identify population for which there is no sampling frame, but where the members of the population are interconnected or know each other (Schutt 2014). This is likely to produce a known degree of completeness since the most readily available data sources are more likely to be the most informative ones. Similarly, purposive samples are likely to reduce an unwanted degree of bias (Yin 2016).

The selection of a research participant in a snowball sampling strategy is based on referrals from one participant or source to another (Yin 2016). As used in this study, once the initial sampling criteria are met and the respondents selected, each respondent will be asked to identify further potential cases, and the new respondents in turn will be asked for new contacts.

The snowball sampling strategy was used to find additional potential interviewees, after the initial people were purposefully chosen. It is some other form of non-probability sampling since the recommended people voluntarily participate (Blaxter et al. 2006; Sekaran and Bougie 2009; Fejszes 2017). However, a limitation of this strategy is the problem of bias. Respondents are most likely to identify others who have similar ventures, background and experience resulting in an overly homogenous sample (Lee 1993).

Theoretical Sampling

A further element of sample selection is the theoretical sample. This consists of a procedure of information collection for bringing into existence theory, in which the researcher accordingly collects, codes, and analyses the data, and determines what data to compile next to produce his or her theory as it comes up (Glaser and Strauss 1967; Sekaran and Bougie 2013).

As determined in the previous section, the idea is that sampling should simplify the process of discovering relationships between variables, to develop a descriptive, explanatory and more predictive theory. Theoretical sampling decisions, as applied to this study, are therefore based on the preceding analysis. This allows for flexibility and adaptation to an evolving incoming theory (Dey 1999).

Sampling in this study, as discussed above, is not aimed at a statistical representation of the population. Rather, it is aimed towards the construction of theory. The recruitment of research participants for this study was considered complete when theoretical sampling had been achieved and the core question was saturated. Theoretical saturation does not imply that novel ideas would not emerge with additional data collection. Rather, it suggests that sufficiently rich and dense data was collected to enable adequate understanding of the key concepts and the phenomenon under investigation in any given research project (Charmaz 2014).

4.3.3 Final Sample

In this study, it was discovered that no new insights concerning the phenomenon under investigation emerged after interviewing the 17th (seventeenth) respondent. To be exhaustive, 3 (Three) extra respondents were interviewed. Therefore, 20 (Twenty) members of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany were the final number interviewed. This was where theoretical saturation was reached and no new information about the subject or phenomenon under investigation emerged (Sekaran and Bougie 2013).

The small sample size allows the researcher to avoid the principle of diminishing returns, in which the increasing sample size no longer produces new insight or evidence. As a rule of thumb, qualitative samples for a single study, involving individual interviews only, often lie under 50 (Ritchie and Lewis 2003). However, to ensure the same substantive type in this study, some selection criteria were established. These had to be satisfied by the research respondents, as discussed and outlined in section 4.3.4 below.

4.3.4 Sample Selection Criteria

To meet the overarching aim of this study, the research participants were required to meet the following sampling criteria, before being considered and interviewed in this study:

Nigerian Immigrant Criterion: A total number of 24,254 Nigerians have been estimated to be in Nordrhein-Westfalen, Germany (IT.NRW 2015). The extent of their business activities is difficult to determine, as there are no reliable statistics or in-depth studies on the Nigerian community in Germany. In addition to the lack of reliable statistics, there is also no comprehensive list of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

Conflicting information provided by Yellow Pages and telephone listings indicated that such businesses exist in Nordrhein-Westfalen Germany. This is, however an underestimation of the extent of this business sector, as only

those independent retail businesses paying to advertise their goods and services are included in the Yellow Pages (Welsh 2009). However, experience and observational visits to areas with a known concentration of these ethnic groups in Nordrhein-Westfalen, Germany indicated that such independent retail businesses do exist.

To meet the Nigerian immigrant criterion, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, had to be self-identified as Nigerian. In this study, it was necessary to establish an initial list of potential Nigerian self-employed immigrants in the Nordrhein-Westfalen region, Germany, by accessing Yellow Pages and business directories, in addition to approaching ethnic charitable organisations and establishing contacts with known independent retail business owners and managers from the Nigerian community in Nordrhein-Westfalen, Germany.

The criterion, as used in this research, includes, being a first generation migrant or recent arrival from Nigeria in Germany. This implies that the links to the person's native place or own country is still very strong and identifiable within the Nigerian community in Nordrhein-Westfalen, Germany. A general contact base with the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany were created based on this. Through a snowball sampling method, individuals in the database were asked to provide additional contacts to increase the selection of an adequate sample for this study.

Entrepreneur or Self-Employment Criterion: To meet this criterion of being self-employed, the respondents should be engaged in economic activities as the owner or manager, responsible for operational activities. The individual should also operate the business within the region of Nordrhein-Westfalen in Germany. This is of utmost importance to this study, since it allows for a deeper understanding of their business characteristics within this particular context.

Gender: The selection was done to reflect both men and women who are owners and managers of independent retail business from the Nigerian community in Nordrhein-Westfalen, Germany. The gender criteria or focus is not about having equal numbers or learning the gender differences in this residential area. Rather, it is so that the findings of this study can be read with reference to both genders. Moreover, proprietors and managers of independent retail business from the Nigerian community who were either unmarried or married with children were accepted into consideration in this study.

Population: A total figure of 24,254 Nigerians has been estimated to be in Nordrhein-Westfalen, Germany (IT.NRW 2015). However, the extent of their business activities is hard to define, as there are currently no reliable statistics or in-depth studies on the Nigerian community in Germany.

Furthermore, although there are quite visible signs of the existence of a community in some areas of Nordrhein-Westfalen, Germany, particularly, restaurant workers and small retailers, the variety in culture and ethnicities, does not permit easy identification.

The approach, however, was to try to identify an area or sector in the region of Nordrhein-Westfalen, Germany, where the existence of an ethnic enclave or the beginnings of a migrant economy could be induced from a higher than average concentration of a Nigerian community owned and managed business activities.

The main unit of analysis is the self-employed individual, and as discussed previously, the sample criteria were defined as a self-employed migrant, from the region, who owns the resources and keeps the profits of the venture. There may be situations in which the minority micro business employs migrants from a Nigerian community or staff from the mainstream group, but is not owned, located, or geared towards the migrant community. This character of business could also be reckoned part of the ethnic enclave

economy, because in these occupations, individuals hold some command over the organisation (Portes and Shafer 2007; Silva 2013).

The population from which to sample, is furnished by a database of Nigerian self-employed in the Nordrhein-Westfalen region Germany, in which both formal and informal firms were included. However, one of the issues with these ventures is the actual level of “formality”. Therefore, it was beyond the scope of this study to verify the veracity of the business owners who claimed to have observed all rules and regulations. For those ventures in the informal sector, it is also beyond the scope of this study to find out whether they received the necessary legal paperwork to stay in the country (Silva 2013).

As said earlier, illegal business activities are not considered. However, it is assumed that both the informal and illegal sectors may be an important element of the Nigerian migrant economy in Germany. Their size could be construed, as a part of the entrepreneurial resources, comprising skills, training, finance and networks available to the community as a whole (Silva 2013).

To ‘build’ this database for a population from where to sample, the study looks at the three likely “spaces” in which a Nigerian community owned business may operate: the formal, informal, and illegal sectors. In the formal sector, the migrant entrepreneur pays taxes, follows rules and regulations, and is recognised by the government as some type of business entity. Therefore, it was easier to trace businesses in this formal sector through directories and datasets from local councils and chambers of commerce (Jones et al. 2006; Silva 2013).

The informal sector, on the other hand, is made up of self-employed individuals who provide legal products or services, but do not pay taxes or business rates (Jones et al. 2006; Silva 2013). These were of course more difficult to observe, but, this research found some information via contact with formal business owners. Given the risk involved, no attempt was made to contact or measure the illegal sector made up of self-employed individuals,

who, manufacture, provide or distribute illegal products or services (Silva 2013).

Regional location: The geographical scope of this research work was limited to Nordrhein-Westfalen, Germany; with a focus on an established community, which acts as a draw to new migrants. The ethnic minority owned and managed independent retail businesses, selected for this study, should operate their enterprises within the borders of Nordrhein-Westfalen Germany.

Language: Primarily, the semi-structured interview as established above was designed for consistency and practical purposes in English. A German version was also devised, in case the respondents did not speak the English language.

During the interview, it was obvious that they were at ease when speaking in English. To connect with the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, some respondents suggested that, it is better conducting the interview in English is better than conducting it in the German Language.

The ability to speak English language was a strong recommendation, and to meet this criterion the following factors were considered:

1. A good understanding of the nature of the phenomenon.
2. The simplicity in explaining the phenomenon that occurs.
3. A review of the study aims and intended outcome.

Each participant approached was given the chance to refuse participation in this study and it was made clear that they had the right to withdraw at any point. No participant was bribed or coerced to participate in this study.

Adequate information on this study was given to the participants. Informed consent was obtained from all research participants. This information was in written form and signed by the participants. A full description of the aim of this inquiry was presented and this enabled the participants to receive a sound understanding of the design of this survey. The research participants

had to grant their consent for the interview to be recorded. A full detail of the respondent consent form is included in Volume 2, Appendix 7.

The Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, were difficult to access because of perceptions of outsiders. They are wary of people who show interest in discussing the motivations of their business entry decisions with them and their related experiences. Furthermore, they were not set to get themselves in a situation in which they would be required to answer awkward questions about issues relating to their cash flow. In most cases, potential respondents declined to take part in this study.

As a result, initial contacts with some respondents were made with the assistance of any individual who was acquainted with the small business entrepreneur and had already acquired at their trust. Such contacts played the role of gatekeepers, in negotiating and making initial contacts with the research respondents used in this study (Gallo et al. 2012).

Contacts with the various gatekeepers were established through informal and formal networks. Trusting relationship with some of the respondents was established through the gatekeepers. The facts or knowledge provided or learned in this study would have become increasingly impossible without this trust. It would have become relatively difficult to investigate this phenomenon without the help of gatekeepers. As a result, gatekeepers played an invaluable role in this study. It is also interesting to note that the various gatekeepers used in this study were all living in Germany.

4.3.5 Distinguishing Characteristics of the Final Research Sample

Respondents selected in the final research sample had the following distinguishing characteristics:

1. **Country of Origin – from the Nigerian region:** This dimension considers differences in economic decisions which drive the entrepreneurial process, as well as the circumstances in local labour markets that favour the formation of businesses, whether formal or

informal. For this exploratory study, the most represented communities in this region were Nigerians. The research respondents were therefore selected from the Nigerian community in Nordrhein-Westfalen, Germany.

2. **Residence:** The interviewee lived and worked in Nordrhein-Westfalen Germany. Furthermore, this study primarily focused on an established community, in Germany, which acts as a draw to new migrants. The Nordrhein-Westfalen region in Germany was selected because of the relatively high concentration of Nigerians, and the individual experiences of living or being embedded in an enclave has the potential to shape the motivation of the self-employment decision.
3. **Age and Gender:** The younger age group was 31-35 years and older age group was 51-55 years. This exploratory study resulted in a slightly higher proportion of males than females. As discussed above, the selection was done to reflect men and women who are owners and managers of independent retail businesses, from the Nigerian community in Nordrhein-Westfalen Germany. However, the gender criteria or focus is not about having equal numbers or ascertaining the gender differences in this community. Rather, it allows the findings of this study to be understood with reference to both sexes.
4. **Current Family Situation and Educational Level:** The current family situation was represented in this study by their marital status – single, married or separated. This is important in terms of the support family members provide to the independent retail business and in terms of management and direct labour. The majority of the respondents were literate and, in most cases, were educated to graduate level.
5. **Economic Activities:** This feature includes instances of self-employment, both formal and informal, that could be considered, as entrepreneurship in the broadest sense. Furthermore, respondents in this study were asked about their self-employment activities, both in their home country and their host country, so as to ascertain if these

activities had a positive or negative influence on their self-employment entry decision.

6. **Social and Economic Exclusion:** This dimension looks at the actual and perceived experiences of exclusion from the labour force, economic activities or sources of financial backing. This is a central facet of this research to explore and clarify how these factors shape the self-employment decision-making process and the financing of new ventures by the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

Once participants are selected, the next stage in this study is to gather their narratives to build a descriptive model of the motivation of an entrepreneur's business entry decision. The table 4 below show which Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany were selected. To ensure anonymity, the names of the respondent were coded as shown in table 3 below.

Table 3: Code for Final Research Sample

Interview Number	Location	Business Generation	Age Group	Business Sector
NJA 1	Essen	1 st	41 – 45	Grocery store
NJA 2	Essen	1 st	46 – 50	Logistics
NJA 3	Essen	1 st	46 – 50	Logistics
NJA 4	Munster	1 st	56 – 60	Logistics
NJA 5	Wuppertal	1 st	51 – 55	Travelling agency
NJA 6	Neuss	1 st	36 – 40	Event management
NJA 7	Duisburg	1 st	31 – 35	Grocery store
NJA 8	Krefeld	1 st	46 – 50	Retail
NJA 9	Koln	1 st	41 – 45	Retail
NJA 10	Viersen	1 st	46 – 50	Logistics
NJA 11	Monchengladbach	1 st	46 – 50	Services and consultancy
NJA 12	Kaarst – Neuss	1 st	51 – 55	Logistics
NJA 13	Oberhausen	1 st	41 – 45	Grocery store
NJA 14	Essen	1 st	36 – 40	Grocery store
NJA 15	Dusseldorf	1 st	41 – 45	Grocery store
NJA 16	Dusseldorf	1 st	36 – 40	Restaurant
NJA 17	Dusseldorf	1 st	41 – 45	Beautician
NJA 18	Dortmund	1 st	51 – 55	Grocery store
NJA 19	Herne	1 st	31 – 35	Beautician
NJA 20	Kaarst – Neuss	1 st	51 – 55	Logistics

The interviews were recorded, in most instances, then transcribed and analysed. Once the key variables were recorded, the tapes along with the full transcriptions were to be returned to the interviewees for disposal. A full profile of all respondents is included in the appendices, specifically, Volume 2, Appendix 3: Thumbnail Sketches of Final Research Sample.

4.4 Qualitative Data Collection Process

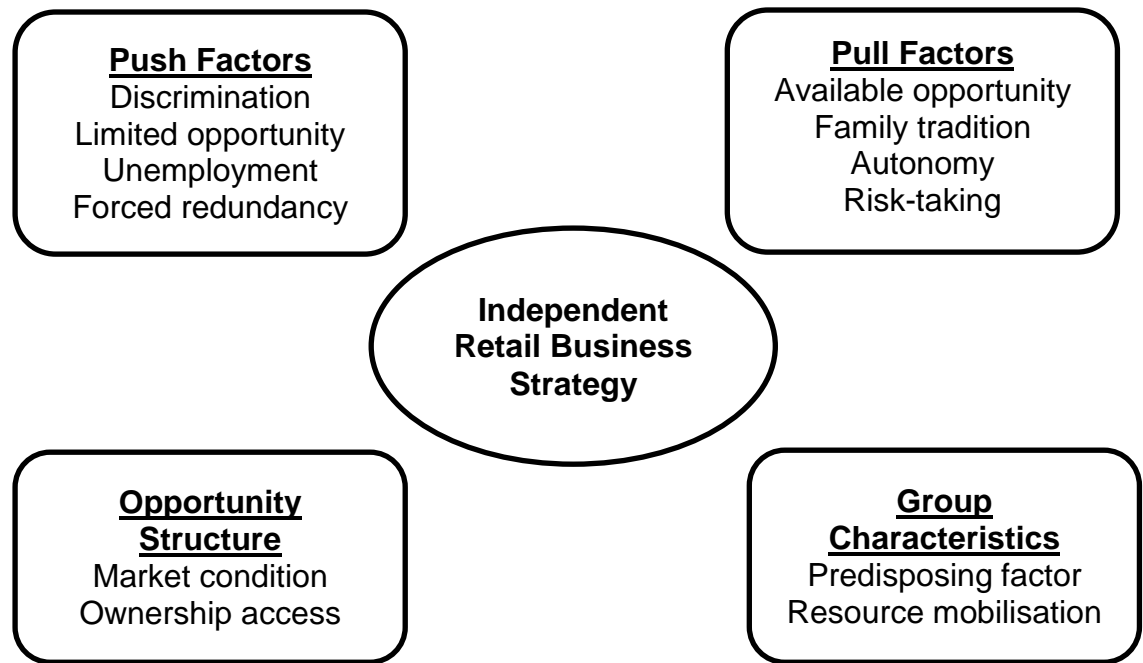
Before embarking on a study of any phenomena, as presented in Chapter 2, Initial Literature Review, it is of vital importance to address previous findings in social research, related subjects and the topic in question. By drawing on different areas of the literature, a broader scope of factors influencing entrepreneurs is explored, whilst allowing the context within which small businesses operate to crystallise. Links between the literature and small business policy in a German context are important, in part because the

success of the “*German Mittelstand*” would indicate that the determinations of this research should be of interest to researchers and policy makers in a broad assortment of geographical and societal areas. The varying literature contributes to current knowledge, but also emphasises the complexity inherent in producing successful business policy and support mechanisms.

Each area of the literature is explored in chapter 2, Initial Literature Review, and Chapter 8, Second Stage Literature Review as the basis, for a discussion around business policy and to set the stage for what to do in subsequent parts, thereby stimulating the base for the various questions during the qualitative information gathering and analysis stages of this current study (Strauss and Cabin 1998).

Drawing on the literature, the motives of the entrepreneur’s business entry decision are dependent on a number of factors. To explore the core focus of this current study, it is imperative to examine a broad range of factors in the interview agenda, which was used for the qualitative data gathering and initial analysis. This theoretical model is illustrated in figure 9 below.

Figure 9: Factor Shaping Independent Retail Business Strategies



Source: Adapted from the literature review

In this study, a broad agenda of themes to be explored were identified primarily through the literature review. Wide-ranging core issues, to be covered as a general agenda for the interview, were identified and listed through this process. The various interview topics or themes also contain a succession of carefully worded questions, purposefully designed to encourage a more in-depth data collection (Ritchie and Lewis 2003).

An exploratory pilot study, as discussed in section 4.2, Pilot Study, was conducted at the initial stage of the data gathering phase of this study. The relevance of the research questions was verified ensuring that responses give an answer related to the research question set for this research project. Figure 10 as attached below indicates the Pilot Study Interview Topics and Questions.

Figure 10: Pilot Study Interview Topics and Questions



Queen Margaret University
EDINBURGH

1. Personal background:

- When and where were you born?
- Did you grow up at this location?
- Are you married?
- No of children?

2. Immigrant History:

- Do you know if your parents, grandparents, great-grandparents, etc. were the Ones to migrate to Germany?
- Where did they come from?
- At what age did you enter Germany?
- How do you see your future in Germany?
- Do you have plans to return to your country permanently or for visits?

3. Educational Background:

- What is your impression or opinion about education?
- What is your educational background?
- How has your educational experience prepared you for this job/business?

4. Geographical location:

- Why is your business located on this site?
- What are the location's advantages?

5. Industry Sector:

- Can you provide me with a description of your business?

6. Business Background:

- What are your reasons for entry into the business?
- How did you get started in this business?

- How did you get the background, experience and skills necessary to run this type of business?
- Whom do you seek advice from for your business?
- What is your family business activity?
- What is the business age? How long have you been in business?

7. Motivation Factors:

- Why did you choose to be self-employed?
- How do you feel about your present workload?
- What motivates you to do your best work?
- What are your personal goals and desires?
- Who are your mentors?

8. Individual perceptions:

- Do you have employees? How many?
- What is the nature of our employee? Are they family members of co-ethnic members?
- Can you describe your customers?
- Why do your customers select you over your competitors?
- What could be the possible barriers to doing business in Germany?
- What are your perceptions about: family influences, community influences, racial issues and constraint; business success?

9. Management strategies:

- Are you involved in the day to day running of the business?
- Describe your management style.
- What ethnic strategies do you use to organize your work/business?
- What qualifications do you have that make you successful in this field?
- Growth pattern

10. Export intention:

- How do you market your business? How are people aware of your business?
- Where do you see your business in the next year? In the next five years? The next ten years?

- Do you plan to compete in the global market place? If yes, how? If no, why not?

11. Succession planning:

- What is the future for this type of business? Long and short term aims or objective of this business?
- If something happens to you, what will happen to your business?
- Do you have plans to develop a family business?

12. Symbol Group:

- Are there any ethical concerns that your type of business must deal with?
- How do you overcome these ethical problems?
- What is your attitude to symbol group membership?
- What could be the possible advantages and disadvantages of symbol group membership?

As a follow-up to the pilot study, the next step in this data gathering process was in the form of a qualitative semi-structured in-depth interview, carried out to have a deeper insight of the phenomenon under investigation. Figure 11 as attached below shows the Qualitative In-Depth Interview Topics and Questions used in this piece of research.

Figure 11: Qualitative In-Depth Interview Topics and Questions



Queen Margaret University
EDINBURGH

1. Personal background:

- When and where were you born?
- Did you grow up at this location?
- How have you made a living before coming to Germany?
- Are you married?
- No of children?
- How would you describe your kind of person?

2. Immigrant History

- Do you know if your parents, grandparents, great-grandparents, etc. were the Ones to migrate to Germany?
- Where did they come from?
- At what age did you enter Germany?
- What are the main factors affecting your decisions to travel to Germany?
- How did you feel when you first arrived in Germany?
- How long did it take you to look settled in Germany?
- How do you see your future in Germany?
- Do you have plans to return to your country permanently or for visits?

3. Educational Background:

- What is your impression or opinion about education?
- What is your educational background?
- How has your educational experience prepared you for this job/business?

4. Industry Sector/Geographical location:

- Can you provide me with a description of your business?
- Why is your business located on this site?
- What are the location's advantages?

- What is the major product or services of this business?
- How would you describe the market you are in and who are your major competitors?

5. Business Background:

- What are your reasons for entry into the business?
- How did you get started in this business?
- How did you get the background, experience and skills necessary to run this type of business?
- What are the sources of funding and how long does it take before the business was able to pay back?
- Whom do you seek advice from for your business?
- What is your family business activity?
- What is the business age? How long have you been in business?

6. Motivation factors:

- Why did you choose to be self-employed?
- What motivates you to do your best work?
- What are your personal goals and desires?
- Who are your mentors?

7. Individual perceptions:

- Do you have employees? How many?
- What is the nature of our employee? Are they family members of co-ethnic members?
- Can you describe your customers?
- Why do your customers select you over your competitors?
- What could be the possible barriers to doing business in Germany?
- Do you consider the Nigerian community as a source of help?

8. Management strategies:

- Are you involved in the day to day running of the business?
- What strategies do you use to organize your work/business?
- Are you planning to expand or diversify your business?
- How do you market your business? How are people aware of your business?

- Where do you see your business in the next year? In the next five years? The next ten years?
- Do you plan to compete in the global market place? If yes, how? If no, why not?

9. Generational issues:

- What is the future for this type of business? Long and short term aims or objective of this business?
- If something happens to you, what will happen to your business?
- Do you have plans to develop a family business?
- What do you think about the experience of being a Nigerian business owner in Germany?

In this study, the researcher plays a more active role in navigating the discussion along specific themes, where the participant's views and experiences are sought (Ritchie and Lewis 2003). Through open-ended questions, the qualitative data collection approach adopted in this study gives the researcher, access to the most important details of the phenomenon under investigation from a new analytical perspective (Silverman 2013). Greater attention was placed on the research participant's perceptions and interpretative aspects of knowing the phenomenon (Ritchie and Lewis 2003). How the research subjects and the researcher interpret their social world, and attempt to merge their limits and horizons of meaning was explored (Silverman 2013).

Once the potential research participants had been identified and selected, the data collection processes began. Qualitative data were gathered in this study in two ways: observation in the form of field notes and an in-depth interview, with a purposefully selected Nigerian community owned and managed independent retail business or businesses in Nordrhein-Westfalen Germany.

4.4.1 Data Collection: Observation and In-Depth Interview

The data collection process, as fitting to qualitative research, according to Marshall and Rossman (2006), includes:

- Observation
- An in-depth interview
- A review of documents

The researcher, after a careful appraisal of the strengths and weaknesses of each data collection method, decides what is most appropriate for a given study, particular research questions and the specific research context. This perspective of qualitative data gathering procedures is supported by Layder's adaptive grounded theory approach; "a multi-pronged strategy in terms of employment of methods and techniques, to maximise the potential for theory-generation" (Layder, 1998, p. 42).

Observation, supported by field notes was only used in this study to a minimal extent. Notations generally made to document information and observations during fieldwork study are known as field notes. They indicate, what the researcher sees, experiences, thinks and perceives during the fieldwork study (Strubert and Carpenter 1999). In this study, these field notes were later compared to copious notes taken during and after the main qualitative in-depth interview data collection stage (Welsh 2009).

In this study, in-depth interview was the main qualitative data collection process. It specifies the issues to be explored within a flexible structure. This allowed the interviewer to change the sequence of the question (Ritchie and Lewis 2003). The aim of in-depth interview, as used in this study, is to achieve the breadth and depth of the qualitative interview coverage, across key issues that are of paramount importance in exploring the phenomenon under investigation (Ritchie and Lewis 2003). Through open-ended questioning and iterative probing, the researcher in this study is able to listen to what people do or say and collect rich data oriented to the contextual

uniqueness of the phenomena that is being studied (Creswell 2009; Sekaran and Bougie 2013).

Nigerian community owned and managed independent retail businesses, in Nordrhein-Westfalen, Germany, which seemed to match the sampling criteria, were contacted by phone to assess their suitability for participation in this study. The grounds for this study and their recommendation sources were discussed with them and confidentiality assured.

However, this contact was received with initial scepticism in many instances. This is due to the pressures of operating an independent retail business. In several cases, this was overcome by the researcher's attestation of the potential benefits of the increased understanding of their business sector that may result from this study.

In this study, the researcher arrived a few minutes before the scheduled time on the day of the interview to set up the recording equipment. To ensure a successful interview, the researcher created a friendly and relaxed environment. To allow the free flow of ideas, the researcher (interviewer) and the participant (interviewee), in most instances, sat opposite each other to facilitate eye contact. Furthermore, this allowed the researcher to observe any non-verbal gestures, while also taking field notes (Gray 1994). The researcher facilitated the communication and encouraged the informant to talk about their perceptions on the various interview topics.

In this exploratory study, the researcher is not simply a channel for the transmission of knowledge. Rather, knowledge is constructed in the interview through the interviewer's collaboration with the research respondent (Holstein and Gubrium 1997). In-depth interviews, as used in this study, not only provide the much-needed access to the meaning people attribute to the phenomenon, their social experiences and their world, but also a symbolic interaction that does not discount the possibility that knowledge of the social world can be obtained beyond the interaction (Miller and Glassner 1997).

In this study, 16 (Sixteen) out of 20 (Twenty) respondents consented to audio recording of their interviews. 4 (Four) research respondents declined to be audio-recorded as they were distrustful of technology. To compensate for this, copious notes were taken in the process of qualitative in-depth interview. Audio recording, as adopted in this study, provides an accurate, verbatim record of the interview, capturing the language used by the participants, including their tone and hesitations (Ritchie and Lewis 2003).

In this study, the researcher played an active role in navigating the discussion, along with the specific themes and areas, in which the participant's perception and experiences are sought. The core objective, of the qualitative data collection was to understand the participant's perception about the phenomenon under investigation (Ritchie and Lewis 2003).

As described earlier, 20 members of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, were interviewed in line with procedures for theoretical saturation. All participants received a call and a letter of appreciation to thank them for their contributions.

4.4.2 The Interactive Process of Qualitative Data Analysis

The process of qualitative data analysis in this study involves progressively understanding the interview data and making sense of it (Creswell 2009). The processes begin by transcribing the qualitative interview data, and this prepares the platform for organising the qualitative interview data for analysis. The next step in this study is to generate various categories of information through a constant comparison of data. These comparisons between incidents and concepts to more incidents generate and identify concepts and their properties (Glaser 1978). This procedure is known as open coding (Glaser 1978; Glaser and Strauss 1967).

Open Coding

The open coding process began with the researcher reading through the transcripts and listening to the audio taped interview. This enabled the

familiarisation with the data, capturing the core aspect raised in the qualitative interviews, and ascertaining the credibility and depth of the data (Braun and Clarke 2006). Transcripts that appear to have similar ideas were grouped into categories and sub-categories, after sifting through the data by the researcher (Glesne 2011; Lawrence and Tar 2013).

Furthermore, open coding helps to arrange the data into a meaningful unit (Strauss 1987). In this study, the researcher analyses the transcripts line by line, to identify the key word, which connects the informant's account to the phenomenon under investigation (Goulding 1999). During this process, similarities and differences in the informant's account are grouped together into an abstract concept (Glaser and Strauss 1967). Appendix 1: Interview Transcripts 3, NJA 3 illustrates this process for interview respondent and Appendix 2: Interview 3, NJA 3 – The Sample of initial Analysis, illustrates this process for interviewing for the respondent. The continuation of this process, leads to the generation of a core category by the researcher (Glaser 1978). This core category holds the sub categories or other categories together. This procedure is known as axial coding (Glaser 1978; Glaser and Strauss 1967).

Axial Coding

This phase of axial coding involves the researcher reading through the interview transcripts, with the core aim of identifying the relationship between themes and core themes (Chen et al. 2012). At this phase, themes and sub-themes are reviewed to ascertain if they are supported by the interview transcript, and are re-analysed and checked, to verify their relationships with sub-themes. Related themes, at this phase, are consolidated to form a dominant theme (Braun and Clarke 2006; Chen et al. 2012).

Axial coding allows the researcher to select one of the categories, and position it within a theoretical model (Creswell 2009). Table 5: Initial Coding from Theory Interview Topic on Entrepreneurial Decision and Table 7: Code Use of Cultural Thesis illustrates the process in this study. When the

category has emerged, the researcher undertakes the process of selective coding (Glaser 1978) in which emergent data are compared to the core data in a more precise manner, thereby explicating a story from the interconnection of these categories (Creswell 2009).

Selective Coding

To analyse the themes emanating from the qualitative data, perpetual mapping is conducted at this stage. This process involves the precise definition of the themes identified in the qualitative data. The identification of the essence of each theme, and the determination of the aspect captured by each theme, is the overarching aim of this phase (Braun and Clarke 2006). This enhances a more specific focus on the emerging data and gives a sense of direction to the analysis by highlighting relevant questions that one might want to ask around the data. The idea is to target the theoretical pertinence of data as soon as possible.

Justification for Coding

Coding helps the researcher to become more familiar with what the findings contain and hence begin to define what is missing, and what, if possible, still need to be gathered. Moreover, coding not only answers the question of what themes and pattern give shape to the data, but fulfils an immediate requirement of the researcher (Layder 1998). The overall intent of coding these data methodologically is to move to a higher conceptual level (Yin 2016), and the codes, will distinctly represent the meaning that is inferred from the original data (Charmaz 2014, cited in Yin 2016, p. 196). Coding begins by selecting a coding unit, and when using a theme as a coding unit, the researcher is primarily looking for its expression (Minichiello et al. 1990, cited in Sekaran and Bougie 2013, p. 339), and a text unit that represents a single theme and is assigned a code irrespective of size (Sekaran and Bougie 2013).

In qualitative research analysis, coding according to Yin (2016) is the assignment of simple words or short phrases to capture the meanings of a

larger portion of textual or visual data. Codes are labels (see Table 5, Table 6 and Table 7 for examples of codes) given to units of text, which are later grouped and turned into categories, and this is often an iterative process. In this study, the interactive process involves turning to the qualitative data repeatedly, to increase understanding of the data. This enhances the recognition of patterns in the data, and the connection between the data and organisation of the data into coherent thematic categories (Sekaran and Bougie 2013).

Thematic Coding

The thematic coding strategy was adopted in this study to identify, analyse, and report patterns or themes within the qualitative interview data (Boyatzis 1998). Identified themes in this study are linked to the interview data (Patton 1990), without fitting them into an already pre-existing coding structure. A thematic coding method, as used in this study, therefore, is data driven (Braun and Clarke 2006).

In this study, thematic codes are generated inductively from the qualitative interview data. Patterns and categories are noticed as the researcher begins to organise the data into categories and subcategories. The list, however, could change during the process of analysing the data. This is all part of the interactive process of qualitative data analysis (Sekaran and Bougie 2013).

Given the thematic coding method adopted for this study, the coding process can be described as obtaining information from the subjects and creating categories for the information. These are continually developed, as the information is part of an on-going process, with the codes being created for each specific category and as the study progresses, adjustments and changes made. It is suggested that the researcher starts by coding each incident in his or her data, into as large a category of analysis as possible. As the researcher goes through all the data, data will appear which fits into an already existing category (Glaser and Strauss 1967; Silva 2013).

Fundamentally, the focus of this study is on a dynamic process, geared towards explaining, exploring and understanding the phenomenon in question, rather than predicting and measuring the phenomenon (Gordon and Langmaid 1998). The method is to use thematic coding strategy to identify themes in the interview transcript. The various themes used in this study were proposed from the academic literature on the subject area. Patterns were devised to analyse the qualitative interview and examine the meaning. The data collection process, processing, coding and analysis, in this study, involves the employment of an interview cycle, structural development of data, and drawing of a conclusion, from the collected qualitative data (Silva 2013).

Interview Data Analysis

The constructionist model adopted in this thesis sees interview data as a pipeline through which people describe their world (Riessman 2008; Gubrium and Holstein 2009, cited in Silverman 2013, p. 238). This means that respondent accounts are treated as a potential picture of reality, through which a plausible account of the world of interviewer and interviewee is generated (Silverman 2013).

In this study, the analysis of qualitative interviews begins with the process of coding each incident into as many categories as possible. The qualitative data collected was segmented into units associated with a specific topic and labelled. Any similar data, in the segmented categories, were given the same label. This enables this study to identify the link between these theoretical approaches and the possible emergence of an alternative explanation of the critical drivers of entrepreneurship within the context of the Nigerian community in Nordrhein-Westfalen Germany.

Thematic coding, as discussed above, was the basis for identifying meaning, and recording themes in the interview transcripts. This method provides meaning from the respondents input, by considering their coded responses as a unit of data. The resulting codes were compared and placed into

broader related themes from the literature. In line with Layder (1998) adaptive grounded approach, which was adopted in this study, the following structured procedures were used in this study to generate theoretical concepts and ideas relating to the critical drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

Step 1: Qualitative data, gathered in this study, were first transcribed into written form and categorised line by line, for reference and citation purposes. This process was an excellent means of data familiarisation. Volume 2, Appendix 1, Interview 3, NJA 3, illustrates this process for interview respondents.

Step 2: The transcript and detailed notes from each interview were coded by hand, according to the topics included in the interview agenda and the topic added during the interactive data collection gathering phase of this study as discussed above. Volume 2, Appendix 2: Interview 3, NJA 3 – Sample of the initial analysis, illustrates this process of interviewing for the respondent.

Step 3: Comments of interest, in the interview transcript was highlighted to show their importance and relevance. In this study, this is done by simple notations, in particular, noting interesting answers and quotations from the respondents. This invariably enables the initial analysis of the researcher to be noted. Any segment of the data that appears significant was targeted in this process. Volume 2, Appendix 1: Interview 3, NJA 3 and Appendix 2: Interview 3, NJA 3, illustrates this process for interview respondents.

Step 4: This process involves a deeper understanding of the details and contents of the data, through a continuous reading and to check the necessity of further sampling. This was followed by a thorough reading of each interview, to have a better understanding of the details and contents, and to decide if there was a need for further sampling. The overarching aim of data immersion is to become acquainted with all aspects of the data.

Step 5: The next step is the selection of fragments in the interview, corresponding to each of the categories in the script and its follow-up questions. This involves the generation of initial codes from the data. The initial codes identify basic elements of the qualitative in-depth interview data, which links the participants account to the issues under investigation in this study. This process is illustrated in table 4 below.

Table 4: Initial Coding from Theory - Interview Topic on Entrepreneurial Decision

Sub-theme	Subject	Tag/Code
Pull factor	Cultural thesis Selective migration	PFCT PFSM
Mixed factor	Mixed embeddedness Interactive theory	MFME MFIT
Push factor	Middleman minority theory Disadvantage theory	PFMM PFDT

Step 6: Fragments of text, relating to each dimension of the motivation of an entrepreneur's business entry decision, were consolidated. In this study, consideration is given to how different code could be combined to form a core theme. This main theme holds all other themes and sub-themes together. At the end of this phase, sub-themes and main themes were collected in this research, and extracts from the entire interview data, were coded thematically, in relation to them. A sense of the fundamental significance of the importance of the various themes started emerging at this phase. This stage consolidates the text fragment to each dimension.

Step 7: This involves a refinement and readjustment of the main themes, to achieve a coherent theme. To provide common conceptual codes for a group of interview fragments that share the same data, the data in each section was compared. The essence is to examine if the main themes capture the coded data. The process is illustrated in table 5 below: Expanded Coding for Interview Topics on Entrepreneurial Decision, Sub Theme.

Table 5: Refinement and Readjustment of Main Themes

Sub, sub theme	Patterns	Tags
Cultural thesis	Independence Risk taking Family tradition	CTIA CTRT CTFT

Taking into consideration the fact that not all respondents commented on all the issues, and their various perspectives about their entrepreneurial decisions, these codes, shown in step 8 below, were later broadened to accommodate the widest spectrum of responses given by the research participants.

Step 8: The frequency of occurrence of emerging themes was identified. This, in turn, was compared against the existing literature in the subject area of study. For example, table 6, as shown below, reflects the codes used for each pattern in a cultural thesis, and summarises their identification within the qualitative in-depth interview.

Table 6: Codes use of Cultural Thesis

Patterns	Independence or Autonomy	Need for achievement	Family tradition
Tag	CTIA	CTNA	CTFT
NJA 1	Yes	Yes	Yes
NJA 2	Yes	Yes	Yes
NJA 3	Yes	Yes	No
NJA 4	Yes	Yes	No
NJA 5	Yes	Yes	No
NJA 6	Yes	Yes	No
NJA 7	Yes	Yes	No
NJA 8	Yes	Yes	No
NJA 9	Yes	Yes	Yes
NJA 10	Yes	Yes	No
NJA 11	Yes	Yes	No
NJA 12	Yes	Yes	No
NJA 13	Yes	Yes	No
NJA 14	Yes	Yes	Yes
NJA 15	Yes	Yes	Yes
NJA 16	Yes	Yes	Yes
NJA 17	Yes	Yes	Yes
NJA 18	Yes	Yes	No
NJA 19	Yes	Yes	No
NJA 20	Yes	Yes	No

This phase could also be a preparatory stage for the final themes for analysis. At this phase, themes that are to be presented for analysis are defined and further refined. The essences of each theme are captured at this stage. It is of paramount importance to consider how the themes fit into the research questions. A fully worked-out theme emanates at the end of this process. Volume 2, Appendix 4, Summary of findings of interview topics, illustrates this process. Furthermore, a vivid analysis, in the form of abridged sketches for the various interviews, was done at this stage. Figure 12, as shown below, illustrates this process for interview 3, respondent NJA 3.

Figure 12: Thumbnail Sketch of Interview 3

NJA 3

Personal Background	Born in the Eastern part of Nigeria Age group: 46-50 Married Three kids 1st generation migrant Permanent settler Higher education level B. Eng. In Mechanical Engineering Nigeria – Germany
Industry Sector	Logistics - Import and export of goods Shipping services Essen Along business district 19 employees
Business Background	Trained and Professional Engineer 1st generation business Business challenges are external Did a pilot study before going into the business Experiences in paid employment
Entrepreneurial Decision	Taking advantage of the external business environment in Essen Essen, the biggest car market in Europe Market condition in Essen Education and Locus of control
Motivating factors	Foresees and senses market trend and make a timely response Ambition influenced by the desire to be independent Better to be own boss Enjoy challenges Cultural appreciation of hard work and patience Family related factors
Ethnic Strategies	Immigrant's social and business network Employ co-ethnic and mainstream staff Adapting business to suit customer satisfaction Extended credit facilities to customers Good relationship with customers and local community Able to understand staff and see them as partners Creating an enabling environment for

	employees to give their best
Succession Planning	Diversification into other sectors in the next few years Children to take advantage of education to improve options
Follow-up Observation	Still in business and distribution of WESANY, a premium quality Spanish wine.

Step 9: This stage involves the final analysis and qualitative report write-up. This final stage focuses on presenting a write-up that convinces the reader and intended audience of the merit and validity of the analysis. It is crucial to this study, that the final write-up provides a concise, logical and interesting account of the story in the data. In this study, extracts from the in-depth interview were used to capture and explore the core themes that will be shared with the team, either in online or paper format. Qualitative information gathered in the interview narratives are analysed and discussed in Chapters 5, 6 and 7 of this study.

The procedure of analysis consisted in finding words, phrases, or sentences within the transcribed interviews, that confirmed the individual's knowledge or use of the factor identified by the theoretical framework, and a code was assigned to it. The code assignment used a simple system of 'yes' and 'no' answers in most instances. This method helps simplify the process, but it does not allow for partial answers. Both the number of potential frameworks and the exploratory nature of this study were duly taken into consideration. This method of analysis can only provide an indication or lean towards one factor or another. It is, of course, possible to calculate percentages out of the potential findings for each of the patterns, yet this was not considered useful in this current study.

Within the findings tables, it was not enough to include a simple count system of "yes" or "no" in this study. A short statement or key comments around what each respondent said on the subject are provided in this study. These commentaries from the data act as a sub-theme. These sub-themes or

comments within the tables of findings are a crucial part of the findings section. These comments are linked to the material published in the literature, during the discussion of the findings of this research. Once the findings and the literature are synthesised into a coherent discussion, the conclusions emerge from this process of analysis and reflection.

The adopted adaptive grounded theory in this research, as suggested in chapter 4, Methodological Considerations, necessitated the need for rich descriptive evidence to enhance the understanding of the phenomenon under investigation. To achieve this, abundant quotes from the interview transcript were used, and referenced by interview line numbers.

Theoretical claims were supported by evidence from the informant's account. A brief conversation and extracts from the unstructured interview were used to explain and illuminate any contentious issues, conveying the actual phenomenon explored and its surrounding setting. For example, interview 3 lines 30 are shown as Excerpt 3: 30 or R 3: 30 in the text. The respondents' comments, in line with the thematic analysis method adopted in this study, were included in lengthy quotations and are indicated "...".

The findings of the follow-up observational visit made are included in this piece of research. Emerging themes were identified and lead to a review of literature in line with the identified emerging themes. As indicated in table 7 below, the interview themes and sub-topics, guiding this study encompasses the following:

- Personal background
- Business background
- Entrepreneurial decisions
- Ethnic strategies
- Generational issues

These broad themes and sub-themes provided the basis for the qualitative interview structure.

Table 7: Interview Themes and Sub-Themes

Interview themes	Interview sub-themes
Personal background	Age Group Germany's Generation Education Family status Residence pattern
Business background	Experience Business aims Location Age Employee Business location and location advantage
Entrepreneurial decisions	Pull motives Pull motives Mixed motives
Ethnic strategy	Opportunity structures Group characteristics Business strategy
Generational issues	Succession plans
Follow-up observational visit	Situation in Winter 2014 Situation in Summer 2015 Aims met
Key emerging themes	Family business and succession planning

4.5 Limitations- Traditional Qualitative Research Validity and Reliability

4.5.1 Limitation

This research is an exploratory study of the motivations of an entrepreneur's business entry decision. The limitation of this study, therefore resides in the following core areas. The purposive sample size is too small and restricted to the Nordrhein-Westfalen region in Germany. As a result, the outcome of this exploratory research may not be generalised to other ethnic groups or mainstream groups and settings in Germany. Furthermore, the ability to claim a more representative sample and statistical generalisation is impossible

through the adopted sampling method. The findings of this exploratory research, based on the sample size, may not be relevant outside the context and sample of the research itself (Ritchie and Lewis 2003).

The choice of qualitative inquiry, as adopted in this study, depends greatly on the researcher. Therefore, there is the likelihood that the result of this exploratory study is influenced by the researcher's idiosyncrasies and bias. Based on the constructionist model adopted in this study, its findings are the experiences and ideas of the participant (Ritchie and Lewis 2003). The sampling strategy does not draw a statistically representative sample from the target population. Consequently, it will be extremely difficult to confirm or deny the results of this study. Similarly, the rigour of this qualitative research is difficult to demonstrate because of its exclusion of a wide range of statistical and numerical data. The inductive and open nature of this study's qualitative questioning is not an ideal choice for reliably comparing or testing with other groups.

A further limitation is in the use of semi-structured interviews. Such in-depth data collection procedures, and the associated thematic analysis adopted in this study are time consuming. Moreover, the society and its social phenomena are not static. Therefore, this exploratory study cannot make absolute qualitative and quantitative predictions regarding the changing social and economic conditions in Germany once this research has been concluded.

Following up on the above discussion, the limitations of the study were discovered and there is, therefore, a need to develop and identify strategies to rationalise the validity and reliability of this study. These strategies are explored in section 4.5.2 – Traditional Qualitative Research Validity and Reliability.

4.5.2 Traditional Qualitative Research Validity and Reliability

The nature of this piece of research's sampling has implications for the generalisation of the findings of this study to a wider population than the

context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

This is relevant, when conducting adaptive grounded theory research; which focuses on broadening the comprehension of a particular phenomenon, rather than spotting truth, which are applicable to all cases (Layder 1998; Welsh 2009). Therefore, issues relating to qualitative research validity and reliability have been of great concern to this study (Atkinson 1997).

Qualitative research validity, from the perspective of this study, is the degree to which the phenomenon being investigated is accurately depicted or represented in the final description of events. It emphasises the degree, in which the qualitative researcher's accounts represent the phenomenon being studied (Eisner and Peshkin 1990; Hammersley 1990). Fundamentally, it is based on examining the accuracy of the account and its findings, from the perspective of the readers, the research participants and the qualitative researcher (Creswell and Miller 2000).

On the other hand, the level of consistency in which different observers or the same observer on different occasions, can assign instances to the same category, is known as qualitative research reliability (Hammersley 1992). Qualitative research reliability emphasises the possibility of getting the same qualitative research findings, using the same or similar method (Ritchie and Lewis 2003). This is an indication that there is a consistency in approach, across different research projects and qualitative researchers (Gibbs 2007). In this research, the following factors were taken on board, to ensure the validity and reliability of this study.

Dependability: Dependability is concerned with the constancy of the data, over similar circumstances (Polit and Beck 2012; Tobin and Begley 2004). This can be achieved when another researcher agrees with the decision trails at the various stages of each research process (Diane 2014). Through a description of the research process, a study would be deemed dependable, if

the study findings were replicated with similar samples, and in similar circumstances (Koch 2006).

In ensuring the validity and reliability of this study, the consistency and stability in the process of qualitative research inquiry, are of paramount importance to this study. The dependability factor, as used in this study, shows the extent to which proper research conventions were followed. It emphasises stability in research findings over a considerable period (Bitsch 2005). This involves the evaluation of these research findings, interpretations and recommendations of the qualitative research inquiry, by the participants or intended audience, in ensuring that it is supported by the data collected from the research participants (Tobin and Begley 2004; Cohen et al. 2011). In this study, the following approach was used to establish the dependability of this research.

Raw materials and other documents used in this study are kept in a form of audit trail for the cross-checking of the inquiry processes (Guba and Lincoln 1982). The audit trail is maintained through comprehensive notes related to the contextual background of the data, and the driving force and the set of reasons for all methodological decisions (Ryan-Nicholls and Will 2009). An account of all the research decisions, as it relates to this study, is open to examinations. This will facilitate in enhancing the validity of this study (Bowen 2009; Li 2004), and allows other researchers and peer groups to analyse the data used in this study, and compare the results and address any inconsistencies that may arise from these separate analyses (Chilisa and Preece 2005; Art et al. 2010).

During the researcher's various visits to Queen Margaret University for discussion with this research supervisory team, this piece of work research process and findings were discussed with peers working on the same qualitative research, and colleagues who are more experienced in research methodology. This helped in developing a deeper reflexive analysis and uncovered previously unidentified categories in this study's research questions (Krefting 1991; Bitsch 2005).

The qualitative research plan and procedures adopted in this study are related to and compatible with the philosophical assumptions, epistemological and ontological positions within this subject area (Riege 2003). Audio recording, as adopted in this study, provides an accurate, verbatim record of the interview, capturing the language used by the participants, including their tone and hesitations (Ritchie and Lewis 2003).

All the necessary ethical requirements, principles, guidelines and codes were observed in the conduct of this research. This study's fieldwork commenced after securing Queen Margaret University, Edinburgh ethics committee approval. The information sheet given to the participants was created in line with the Queen Margaret University's Edinburgh specifications and standards. A full description of the purpose of this research was presented and this enabled the participants to have a good understanding of the purpose of this study.

The research participants approached in this study were given the opportunity to refuse participation in this study. It was made clear to the participant that they had the right to withdraw from the study at any point. Those willing to take part were encouraged to be frank in their discussion. No participant was bribed or coerced to participate in this study. Adequate information concerning this study was given to the participants. This information was in written form and signed by the participants. Informed consent was obtained from the research participants in this study.

Credibility: Credibility centres on the question of how congruent the qualitative research findings are with reality. Credibility also means the agreement and harmony of the findings of this research with reality (Merriam 1998), and the degree to which confidence could be placed on the truth of the findings of this qualitative research (Holloway and Wheeler 2002; MacNee and McCabe 2008).

It emphasises the ability of the research findings to represent a reasonable and a persuasive argument, information, interpretation or presentation of the

original data, gathered from the research participants (Lincoln and Guba 1985). Credibility speaks of accurate representation of the respondents. This is enhanced by verifying the research findings with the research participants (Polit and Beck 2012; Diane 2014). The following strategies were adopted in this study to establish the credibility of this qualitative inquiry.

As discussed above, during the researcher's various visits to Queen Margaret University, the research process and findings of this piece of work were discussed with peers doing the same qualitative research. These colleagues were experienced in the research methodology and the supervisory team was consulted for their scholarly guidance and perceptions (Guba 1981). Their views on the background information, data management and data analysis procedures, and the findings of this research, helped in developing the conclusion of this study (Bitsch 2005; Pitney and Parker 2009).

Moreover, opportunity for scrutiny of this study with colleagues at Queen Margaret University was welcomed through peer group debriefing. Fresh perspectives from the peer group helped to challenge some assumptions. Furthermore, frequent debriefing sessions with the supervisory team also helped immensely to focus this study. Their perceptions and experiences exposed various flaws that eventually helped to focus this study. Overall, the use of the peer group debriefing strategy and supervisory guidance helped to enhance the quality of the findings of this research.

The qualitative data, collected from the research participants in this study and its interpretation was continuously tested and verified by the research participants through the member check method. Member check is a process in which the findings of this research are shared with the research participants. The checking permit offers the research participants the opportunity to correct or otherwise improve the accuracy of the research findings, and at the same time, reinforces the collaborative and ethical relationship (Yin 2016).

In this study, a member check was conducted in two phases: firstly, during the qualitative interview and secondly, towards the end of the research process. During the qualitative interview process, the researcher summarises or reinstates the information, and the respondents were questioned to determine their accuracy. The research respondents either agree or disagree that the summary of the information reflects their feelings, experience or views (Creswell 2007; Creswell 2012 and Yin 2016). This gave the respondent the opportunity to correct erroneous interpretations. As applied to the later phase of this research, this process involved sharing all the findings with the research participants, and giving them the opportunity to critically analyse these research findings and make comments on them. Volume 2, Appendix 4: Summary of Qualitative In-Depth Interview Findings is an example of summary sent to the respondents.

Through this strategy, the researcher's bias was eliminated and the individual voices of the research participants were reflected in the analysis and interpretation of the data. This is because the qualitative data and its analysis were evaluated by the research participants. This method, afforded the research respondents the opportunity to assess and challenge perceived erroneous interpretation (Houghton et al. 2013). This helped to eliminate all inconsistencies in the qualitative data analysis and interpretations in this study (Guba 1981; Creswell 2007; Barbour 2001; Creswell 2012; Houghton et al. 2013). Furthermore, an understanding of this exploratory research context, and the phenomenon under investigation in the research, was gained through interaction with the research participants in their own context. This enables the researcher to gain an in-depth comprehension of the phenomenon which is under investigations (Guba 1981; Bitsch 2005).

Confirmability: Confirmability refers to the researchers' ability to demonstrate that the qualitative data gathered are true representations of the participants' responses (Polit and Beck 2012). The qualitative research data and its interpretations are not the products of the researcher's imagination, but are data-centred (Tobin and Begley 2004). Confirmability refers to the

degree to which another researcher can corroborate the result of this qualitative study (Baxter and Eyles 1997). The extent to which the conclusion drawn from the research is the most reasonable one could also be termed as confirmability (Riege 2003). The confirmability of this qualitative inquiry was achieved principally through audit trail and reflective practice (Lincoln and Guba 1985; Bowen 2009).

Audit trail offers tangible evidence about qualitative research procedures and outcome (Bowen 2009). The audit trail, as in the case of this study, is maintained through comprehensive notes, which relate to the contextual background of the qualitative data, and is the driving force and set of reasons for all methodological decisions (Ryan-Nicholls and Will 2009).

A reflexive document which includes all the events that happened in the fieldwork stage of this study, and personal reflections on various issues and events was kept by the researcher. This facilitated the various stages and decisions undertaken in this study (Wallendorf and Belk 1989). Steps were taken, through the adopted constructionist model, to make sure that the findings of this research are the experiences and ideas of the participants, and the qualitative raw data is open to inspection.

Qualitative research data was collected through secondary and primary sources. This enabled this study to exploit the benefits of each source. As stated above, in most cases, the interviews conducted in this study were audio-recorded. This allowed the researcher to devote his or her attention to the interview process and in-depth probing. The iterative strategy of rephrasing questions was used during the interview stage. This has immensely helped this qualitative study to elicit detailed information from the research participants, and was effective there were no deliberate lies from any respondent (Ritchie and Lewis 2003).

Confirmability was also demonstrated through the use of thick description in the interpretation of the respondent's narratives. Thick description is an effort to collect qualitative data that describe real world events in detail. This not

only provides a richer rendition of events, but can also help in reducing the qualitative researcher's selectivity and reflexive influences in reporting the event (Yin 2016).

Thick description, as used in this study enables the readers to appreciate and to ultimately derive a deeper comprehension of the phenomenon being studied. The thickness of the description helped to shift the qualitative data interpretation away from the researcher centric perspectives to the research respondent's perspective, thereby reflecting instead the people, events, and action within their locally meaningful context (Yin 2016). Thick description of the findings of this qualitative research were derived from the qualitative data directly, and rich quotes from the research participants that depict each emerging theme (Diane 2014). The thematic coding process used in the qualitative data analysis was manual and data driven. This helped to identify interesting aspects of the data that may form the basis for repeated patterns or themes across the qualitative data set (Braun and Clarke 2006).

Furthermore, the adaptive theoretical approach adopted in this study, engages in some constructive interactions and dialogue with several other paradigms (Layder 1998). The process of Adaptive Grounded theory engages some facets of prior theoretical assumptions and conceptual models. This helps to readjust the direction of this research and lend shape to the consistently incoming qualitative research data. At the same time, the theoretical model is reshaped with the gathering of empirical data. The qualitative data which do not fit into the existing and acknowledged theories provide the foundation upon which the researcher builds a new understanding, advance categories and builds a new theory (Layder 1998; Welsh 2009). This is another factor which helps to enhance the confirmability of this qualitative research.

Transferability: Transferability is the degree to which the result of these qualitative research findings can be transferred or applied to another context and situation (Anney 2014). Transferability means that the findings of this qualitative study can be applied to other settings or groups (Polit and Beck

2012; Houghton et al. 2013). The following steps were taken to establish the transferability of this qualitative study.

The purposive and theoretical sampling strategy adopted in this study focused this research onto core research participants, who are well-informed about the phenomenon under investigation (Schutt 2006). This strategy provided greater in-depth knowledge in the findings of this study (Cohen et al. 2011). The quality of this study was enhanced by selecting research participants purposefully to address the research question, and in selecting participants who have an insight into the phenomenon under investigation (Teddlie and Yu 2007).

To enhance the reader's understanding of the findings of these qualitative research interpretations and conclusions, emphasis was placed on creating a rich and vigorous presentation of the research findings with appropriate quotations (Graneheim and Lundman 2004), through a thick description of the research method, raw materials and the account of the research setting (Dawson 2009).

In the final report, the inclusion of an extensive set of details about the methodology and other contexts facilitates the judgement about the degree to which this qualitative research context fits other research contexts (Li 2004). In this study, all the research processes or procedures were elucidated which will help other researchers to replicate this study in similar settings and conditions (Anney 2014). This strategy, as used in this study will also enable the reader of the final report to determine the reliability and validity of the overall research findings (Seton 2004).

The findings tables provide a short statement or key comments concerning the responses of each research participant. These commentaries from the qualitative data act as sub-themes. These sub-themes or comments within the tables of findings are a crucial part of the findings section and are linked to the material published in the literature during the discussion of the findings of this research. Once the findings and the literature are synthesised into a

coherent discussion, the conclusions emerge from this process of analysis and reflection.

Moreover, theoretical claims were supported by evidence from the research participant's account. Brief conversations and extracts from the unstructured interview are used to explain and illuminate some issues of contention. This conveyed the nature and actual phenomenon explored as well as the surrounding context.

4.6 Ethical Considerations

Before the research began, ethical approval was awarded by the Ethics Committee of Queen Margaret University, Edinburgh. To achieve this qualitative research plans, were reviewed by the committee. Participants in this study were advised that it was approved by the university. This undoubtedly helped to create confidence in the participants, established rapport, and addressed reservations about answering questions and disclosing private information.

Participants were clearly informed that their participation was voluntary and that they had the right to withdraw at any time. No participant was coerced, paid or enticed by any means to participate. In addition, no recording of conversation was undertaken before each research participant had given consent.

The confidentiality of information supplied by the participants was assured. Research data and its source were protected. A number coded transcript was used in this research and all references to the names of people and their business were deleted. The individuals participating in the studies remain anonymous without destroying the integrity of this study.

This research is not intended to cause harm to the participants. Therefore, the participant's interest and well-being were taken on board in this study. From the onset of this study, an assessment of potential benefits and risks to the participants were examined, explored and taken into consideration.

An accurate account of the information was given during the data interpretation stage in this research process. This process was done through debriefing between the researcher and the participants, as well as frequent checks of the data and constant comparison of codes with the data. The raw data, in the form of transcripts and the audiotapes will be safely stored in line with the Queen Margaret University, Edinburgh data Protection Act.

Furthermore, anonymity and confidentiality of participants are central to this study. The primary method used to preserve anonymity and confidentiality of the research participants and context is the use of pseudonyms for participants and for the location of the research (Corden et al. 2005). Other patterns, such as changing the reported characteristics of participants are also used in this work to conceal the respondents' identities. The confidentiality of the data provided by the research participants is thereby maintained (Corden et al. 2005). In addition, those with access to the data were also encouraged to maintain confidentiality, and data were separated from identifiable factors and the code linking data to individuals was securely stored.

4.7 Summary

This study concerns the core drivers of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. Fundamentally, the focus is on gathering and interpreting information from respondents and accepting this information as evidence of the factors that shape their business entry decisions. Academic literature was used to connect this study to a wider debate and to set the platform to devise the analysis of the research findings. This study is an inductive process which centres on theory generated from data collected from the respondents.

Specifically, this chapter explained how this piece of study was undertaken using semi-structured interviews. Sampling methods for the research participant selection were in the form of non-probability purposive, snowball and theoretical sampling with people familiar with the research phenomena being sought. Interviews were carried out with 20 Nigerian community owned

and managed independent retail businesses in Nordrhein-Westfalen, Germany.

Given the exploratory nature of this study, the selection of patterns was intended to provide a posterior direction for this study, and not an all-embracing evaluation of the different motivations of entrepreneur business entry decision motives. The selected patterns were from the school of thought because they were placed within the respondent's narratives.

The chapter concludes with a discussion about bias in research, methods to increase rigour presented and then ethical considerations. The next three chapters (Chapter 5, 6 and 7) deal with the qualitative research findings.

Chapter 5 – Research Respondent Profiles

5.1 Personal Background

Age group and migrant generation

Residence pattern, sojourner mentality and family status

Education

5.2 Business Background

Experience

Family business background

Business aims

Business type/activities and employees

Business location and location advantage

5.3 Follow-Up Observational Visit

Situation at winter 2014

Situation at summer 2015

Aims met

5.1 Personal Background

In this study, respondents were asked to give an insight into their personal background. Amongst the questions asked, were related to such issues as age group, migrant generation, education, family status and residence pattern.

The grounds for the inclusion of these issues in this piece of research, is to produce a theoretical research sample that will include a spread of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

The demographic profile of the final sample is presented in table 8 below.

Table 8: Final Sample Demographic Profile

Interview Number	Age Group	Location	Origin	Resident Pattern	Germany Generation	Family Status	Education
R1	41 – 45	Essen	Delta State, Nigeria	Temporary	1 st	Married	Higher
R2	46 – 50	Gelsenkirchen	Edo State, Nigeria	Permanent	1 st	Married	Lower
R3	46 – 50	Essen	Imo State, Nigeria	Permanent	1 st	Married	Higher
R4	46 – 50	Munster	Rivers State, Nigeria	Permanent	1 st	Married	Higher
R5	51 – 55	Wuppertal	Kaduna State, Nigeria	Permanent	1 st	Married	Lower
R6	36 – 40	Neuss	Edo State, Nigeria	Temporary	1 st	Widow	Higher
R7	31 – 35	Duisburg	Kwara State, Nigeria	Permanent	1 st	Married	Higher
R8	46 – 50	Krefeld	Benue State, Nigeria	Permanent	1 st	Married	Higher
R9	41 – 45	Koln	Imo State, Nigeria	Permanent	1 st	Married	Higher
R10	46 – 50	Viersen	Edo State, Nigeria	Temporary	1 st	Married	Lower
R11	46 – 50	Monchengladbach	Edo State, Nigeria	Temporary	1 st	Divorced	Lower
R12	51 – 55	Kaarst – Neuss	Delta State, Nigeria	Permanent	1 st	Divorced	Higher
R13	41 – 45	Oberhausen	Imo State, Nigeria	Permanent	1 st	Married	Lower
R14	36 – 40	Essen	Edo State, Nigeria	Permanent	1 st	Married	Lower
R15	41 – 45	Dusseldorf	Lagos State, Nigeria	Permanent	1 st	Married	Higher
R16	36 – 40	Dusseldorf	Lagos State, Nigeria	Permanent	1 st	Married	Higher

R17	41 – 45	Dusseldorf	Lagos State, Nigeria	Permanent	1 st	Married	Lower
R18	51 – 55	Dortmund	Edo State, Nigeria	Permanent	1 st	Married	Lower
R19	31 – 35	Herne	Ogun State, Nigeria	Permanent	1 st	Separated	Higher
R20	51 – 55	Kaarst – Neuss	Edo State, Nigeria	Permanent	1 st	Married	Higher

5.1.1 Age group and migrant generation

The business owners and managers included in the final research sample ranges from mid-thirties to over 55 years of age. As shown in table 9 above, none of these research respondents are less than 30 years. Those aged between 31-35 years were R7 and R19, between 36-40 years were R6, R14 and R16, between 41-45 years were R1, R9, R13, R15 and R17, between 46-50 years where R2, R3, R8, R10 and R11, between 51-55 years were R5, R12, R18 and R20; and only R4 is above 56 years.

Table 9 below, shows the key comments from the data, which are typical of the perceptions shown in table 8 above:

Table 9: Key Comments on Respondents' Personal Background

Interview Number	Born	Migrant Generation	Residence pattern (Sojourner attitude)
R1	Nigeria	1 st	Nigeria – Germany (go)
R2	Nigeria	1 st	Nigeria – Germany (stay)
R3	Nigeria	1 st	Nigeria – Germany (stay)
R4	Nigeria	1 st	Nigeria – Germany (stay)
R5	Nigeria	1 st	Nigeria – Germany (stay)
R6	Nigeria	1 st	Nigeria – Germany (go)
R7	Nigeria	1 st	Nigeria – Germany (stay)
R8	Nigeria	1 st	Nigeria – Germany (stay)
R9	Nigeria	1 st	Nigeria – Germany (stay)
R10	Nigeria	1 st	Nigeria – Germany (stay)
R11	Nigeria	1 st	Nigeria – Germany (go)
R12	Nigeria	1 st	Nigeria – Germany (go)
R13	Nigeria	1 st	Nigeria – Germany (stay)
R14	Nigeria	1 st	Nigeria – Germany (stay)
R15	Nigeria	1 st	Nigeria – Germany (stay)
R16	Nigeria	1 st	Nigeria – Germany (stay)
R17	Nigeria	1 st	Nigeria – Germany (stay)
R18	Nigeria	1 st	Nigeria – Germany (stay)
R19	Nigeria	1 st	Nigeria – Germany (stay)
R20	Nigeria	1 st	Nigeria – Germany (stay)

As indicated in table 8 and 9 above, none of the research respondents were born in Germany. All research respondents with no exception, therefore, belong to the first generation of migrants, and were the foremost in their

family to own, manage or be involved in minority independent retail business in Germany.

5.1.2 Residence pattern, sojourner mentality and family status

Residence pattern, within the context of this study, refers to the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, which stays in a given geographical location, either on a permanent or temporary basis.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, a permanent settler mentality, was expressed by respondents: R2, R3, R4, R5, R7, R8, R9, R12, R13, R14, R15, R16, R17, R18, R19 and R20 regarding their residence pattern in Germany. It is interesting, however, to note the comments made by the following respondents:

“... Eh... The future in Germany as far as I am concerned is very bright... Eh... At the moment I do not... eh... actually believe that a time shall come when I will go permanently to stay in my country. I have no plans permanently to stay in my country. I have my children here, they are growing here, attending school here, attend their university education here...” (Excerpt 3: 14-18).

“... I am already long here and as far as I am concern Germany for me... my second home...” (Excerpt 2: 7-10).

“... I can say that there is a great future for me and my family...” (Excerpt 15: 15-16).

However, a contrasting view, a temporary settler mentality was distinctly expressed by respondents: R1, R6, R10 and R11, regarding their residence pattern in Germany, which is an intention to travel backward to their home state. The following quotations provide a typical account, of the ways, in which those respondents with a temporary settler mentality represented this feeling:

“... I really do not have a future plans to stay permanently. I must go back to my country...” (Excerpt 1:10).

“... Well, for now because of my children, eh... it is still so early to start thing about whether I want to stay here permanently or I want to go

back. But definitely, visiting is compulsory and I have a life here in Germany and I also have a life in Nigeria so I am part of both countries...” (Excerpt 6: 25-30).

In line with the findings of this piece of research, a central feature of middleman minorities, according to Bonacich (1973), is the propensity to be sojourners – temporary residents in a foreign land, planning to come back to their country of origin when their mission is attained. Sojourning leads the individual to choose principal work or business, especially as a means of earning a living, which do not tie him or her to the host country for long periods.

Furthermore, Smith et al. (2012), maintains that, the impermanent settlers attitude of immigrants, motivates them into entrepreneurial activities, which allow them to survive and avoid direct competition with mainstream group members.

Nevertheless, middleman minorities as argued by Volery (2007) sometimes sell off their initial intentions to come back to their country of origin, transitioning from sojourners or impermanent settlers to permanent settlers, and incline to get more integrated into the host society.

Consistent with Bonacich (1973), Volery (2007) and Smith et al. (2012), the ideas expressed here by respondents with a temporary settler mentality, may therefore be more to do with their time since the arrival and stage of life than relating to whether they will actually return.

The typical migrant generation pattern, as set up in this study, is the 1st generation migration from Nigeria to Germany. This is typified in the following account:

“... Eh... I was born in Nigeria, in the eastern part of Nigeria, Imo State to be precise... And that was 1965... Eh... Not quite. But in the Eastern part of Nigeria, yes. I grew up in this eastern part of Nigeria... the Ibos” (Excerpt 3: 4-11).

“... Eh... I was born in Lagos... In Lagos, I was born in the Mushin local government area... I grew up in Mafofoku-Oshodin... Yes” (Excerpt 17: 1-8).

As this piece of work illustrates, respondents: R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20, extend the family connection to Nigeria. This implies that the links to the home country is still very strong, as in the identification with the Nigerian community, and this is seen clearly in the following account:

“... And I have a life here in Germany and I also have a life in Nigeria so I am part of both countries...” (Excerpt 6: 25-30).

As found in this study, while some of the research respondents are married (R1, R2, R3, R4, R7, R8, R9, R10, R13, R14, R15, R16, R17, R18 and R20), others are either divorced (R11 or R12) or separated (R19). All of the research respondents, however, have family and reside within Nordrhein-Westfalen, Germany. This is consistent with the selection criteria used in this study, which are discussed and outlined in section 4.3.4 – Sample Selection Criteria.

The findings from this qualitative study indicate that a permanent settler mentality is influential and considered as a major factor, in the motivation of respondents' business entry decisions. Furthermore, the decision of self-employment is also influenced by the research respondent's intention of the following:

- Staying for just a short time
- Accumulate as much capital as possible
- Transfer to his or her new direction or home country
- Take the business elsewhere once an opportunity is identified

As demonstrated in this research, the typical migrant generation pattern is the 1st generation migration. The findings of this research, as indicated in section 5.1.2 – Residence pattern, sojourner mentality and family status, complement previous literature on immigrant entrepreneurship.

5.1.3 Education

Extensive works have been conducted within several contexts on the relationship between entrepreneurial activities and education (Zafar and

Khan 2013). Education (Shane 2000) enables the individuals to take the basic capabilities to learn about markets and recognise opportunities in their surrounding environment. This, consequently, deepens the success of their businesses (Ucbasaran et al. 2008).

As exemplified in this study, respondents R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20, have a formal education, notably classroom based education, provided by trained teachers. While some respondents (R1, R3, R4, R6, R7, R8, R9, R12, R15, R16, R19 and R20) had a higher educational experience (graduates from university and Polytechnics), other respondents (R2, R5, R10, R11, R13, R14, R17, R17 and R18) are undergraduates with a further internship or an apprenticeship program in small business. Table 10 below, however, indicates the key comments from the data, which are typical of the research respondents' perceptions of education, and their level of education.

Table 10: Education and Educational Level of the Respondents´

Interview Number	Education	Educational level	Perception about education
R1	Formal education	Higher education	Key to life
R2	Formal education	Lower education	Most prized asset
R3	Formal education	Higher education	Key to anything
R4	Formal education	Higher education	Very important
R5	Formal education	Lower education	Very important
R6	Formal education	Higher education	A legacy
R7	Formal education	Higher education	Very important
R8	Formal education	Higher education	Very important
R9	Formal education	Higher education	Key to life
R10	Formal education	Lower education	Key to life
R11	Formal education	Lower education	Tool for development
R12	Formal education	Higher education	Basis for human existence
R13	Formal education	Lower education	Very important
R14	Formal education	Lower education	Very important
R15	Formal education	Higher education	Very important
R16	Formal education	Higher education	Very important
R17	Formal education	Lower education	Very important
R18	Formal education	Lower education	Very important
R19	Formal education	Higher education	Very important
R20	Formal education	Higher education	Very important

The following extracts, from the respondents' narratives, are typical of their educational background:

“... Am... actually... em... I stopped after my secondary education. I have what Nigerians called Secondary school Certificate...” (Excerpt 2:11-14).

“... My educational background, well, I am an engineer by profession. To be precise, mechanical engineer and if I have to go further, I majored in production, and that is my academic background anyway” (Excerpt 3:18-23).

“... I finished my secondary school, high school, university before I came down to Germany” (Excerpt 9: 15-16).

Moreover, higher education (Chand and Ghorbani 2011) is a form of better human capital, which can assist immigrants with the ability to spot opportunities. Education, as observed in this study, gives the research

respondents the ability to recognise opportunities in their surrounding environment, and the skills to be better organised and to exploit these opportunities. These perceptions can be seen clearly in the following accounts:

“... Education is the key to life. My impression about education is that every African child must have a basic education. Basic education must be very compulsory... My education was given to me by my parents to attain the basic education in Nigeria has open my knowledge of the world, but it makes my business to go round the world, being able to talk to any person in any part of the world – that is the first thing. Education is the key...” (Excerpt 10: 14-16).

“... Education takes one out of the ignorance of his present environment. Ah.... And it is the most prized asset one can have or give to his children. It is very important... Ahm... actually... em... I stopped after my secondary education. I have what Nigerians called Secondary school Certificate...” (Excerpt 2:11-14).

Respondents:R3 comments, as indicated below, reflect a more extreme example, on the thinking demonstrated by Clover and Darroch (2005), who maintains that education increases intrinsic motivation, and the more enterprise education an individual acquires, the greater the chances of the success of small and micro businesses.

“... Education is always very important. For me, it is the key to anything you are doing, especially in the 20th century. It gives you the room to go into a lot of things, there are a lot of possibilities no matter where you are not only in Germany; eh... education is a thing that nobody should be denied off... Yes... Ah... en... My educational background, well I am an engineer by profession. To be precise, mechanical engineer and if I have to go further, I majored in production, and that is my academic background anyway” (Excerpt 3:18-23).

The core objectives of small business can be accomplished (Rogoff et al. 2007) when the owners have a good education and managerial skills. Therefore, formal education and previous experiences as identified by Rauch and Frese (2000) are some entrepreneurs' business entry motives.

While Minnitti and Bygrave (2003) saw no impact of education on business success, Hisrich (1990), however, posited that the entrepreneurs' education helps them to become systematic, rational and professional. It is true to say

that, the higher the formal education of the entrepreneurs, the bigger the success of the business.

As in the case of this study, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, included in the final research sample, have a classroom based education provided by trained teachers. There are no evident illiterate owners or managers of independent retail business sectors within the context of this study.

This research study also found that those small business entrepreneurs who run independent retail businesses, within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, are fully capable of carrying out their routine managerial function for their enterprise, due perhaps to their level of education.

In summation, the education of an entrepreneur, according to this study, makes a significant difference in the process of entrepreneurship. It increases intrinsic motivation and provides the springboard for entrepreneurial activities. As it stands, it seems to help people to identify and take the various strategic business decisions. The findings of this qualitative research, complements previous findings on the positive relationship between entrepreneurial activities and education.

5.2 Business Background

Issues identified under business background include: experience, family business background, business aim, business type, number of employees, business location and location advantage.

The rationale for its inclusion is to distinguish the scope of personal and family business experience and activities, and link business aims and growth with succession plans. It is also to develop a theoretical research sample that will include a spread of owners and managers of independent retail business background.

Table 11 below, indicates the business and sample demographics of the business sector. It also profiles the findings of this research on the respondents' business background. This is accompanied by a brief description of this research finding of the sample demographics of the business sector.

Table 11: Business and Sample Demographics on Business Sector

Interview Number	Experience	Business aims	Business type/activities	Employees
R1	Gained experience in family business. Worked in other enterprises. Worked for the community.	Continue involvement in extended family business activities.	Grocery store. African goods.	Family. Co-ethnic staff.
R2	Gains experience in the family business. Learned from father and uncle. Worked in other enterprises.	The need for continuous development. To improve lifestyle and status.	Logistics. Import and export of goods.	Family. Co-ethnic staff
R3	Trained as a mechanical engineer. Worked in other enterprises. Learned on the job. Worked for the community.	The need for continuous development. To improve lifestyle and status.	Logistics. Import and export of goods.	Family. Co-ethnic staff. Mainstream staff.
R4	Gained experience in family business. Worked in other enterprises. Worked for the community.	To improve lifestyle and status.	Logistics. Import and export of household equipment.	Family. Co-ethnic staff.
R5	Learned on the job. Learned from father and brother in-law. Worked in other enterprises.	To improve lifestyle and status. To keep the business going.	Travelling and tourist information.	Family. Co-ethnic staff.
R6	Gained experience in family business. Worked for the community. Worked in other enterprises.	The need for continuous development. To improve lifestyle and status.	Event management. African kitchen.	Family.
R7	Worked with other ethnic minority business. Business skills learned on the job.	The need for continuous development.	Grocery store. African goods.	Family. Co-ethnic staff.

	Worked for the community.			
R8	Gained experience with the family business. Worked for the community.	To improve lifestyle and status.	Retail-used textiles.	Family. Co-ethnic staff.
R9	Worked with other enterprises. Gained experience as manager in other mainstream group business. Worked for the community.	The need for continuous development. To improve lifestyle and status.	Retail-Sport wears.	Co-ethnic staff. Mainstream staff.
R10	Worked in other enterprises. Worked for the community. Gained experience as buses and lorry driver in Germany.	The need for continuous development. To improve lifestyle and status.	Logistics. Export of used Machines and tyres.	Family. Co-ethnic staff.
R11	Worked as technical staff in other enterprises.	The need for continuous development. To improve lifestyle and status.	Services and consultancy.	None.
R12	Gained experience in family business and other enterprises. Worked for the community	The need for continuous development. To improve lifestyle and status. To diversify into other African countries.	Logistics. Import and export of automobile.	Family. Co-ethnic staff.
R13	Gained experience with the family business. Worked with other enterprises.	The need for continuous development. To improve lifestyle and status. Diversify into other products	Grocery store. African goods.	Family. Co-ethnic staff.
R14	Gained experience from husband's	The need for continuous	African goods.	None

	business. Worked in other enterprises.	development and expansion. To improve lifestyle and status.	Grocery store.	
R15	Worked for the community. Gained experience from family business. Worked for other enterprises.	The need for continuous development and expansion beyond the city of Dusseldorf into other cities and countries. To improve lifestyle and status.	Grocery store. African goods	Family. Co-ethnic staff.
R16	Worked for the community. Gained experience from family business. Gained experience from her mother's restaurant. Worked for other enterprises. Gained experience from her independent retail business in Nigeria.	The need for continuous development and expansion into continental kitchen. To improve lifestyle and status.	Restaurant. African kitchen.	Family. Co-ethnic staff.
R17	Experience gathered in working with co-ethnic enterprise. Gained experience from his independent/private barber's salon in Nigeria.	The need to keep the business going. The need for continuous development. To improve lifestyle and status.	Beautician. Hair salon. Cosmetics.	Family. Co-ethnic staff.
R18	Experience gained from a family business.	The need for continuous development. To improve lifestyle and	Grocery store. African goods and cosmetics.	Family. Co-ethnic staff.

		status.		
R19	Experience gained from a family business. Training as beautician. Worked for the community.	The need for continuous development. To improve lifestyle and status.	Beautician. Hair salon. Cosmetics.	Family. Co-ethnic staff.
R20	Experience gathered from the family business. Worked for other enterprises. Worked for the community.	The need for continuous development. To improve lifestyle and status.	Logistics. Import and export of automobile.	Family. Co-ethnic staff.

Table 11 Continued: Business Background and Sample Demographics on Business Sector.

Interview Number	Business Location	Business Generation	Business Age	Growth pattern
R1	Essen	1 st	8 Years	Gradual development. Just relocated to a new premise. Improved premises.
R2	Gelsenkirchen	1 st	21 Years	Gradual development. Improved premises.
R3	Essen	1 st	20 Years	Gradual development. Diversify. Improved premises.
R4	Munster	1 st	15 Years	Gradual development.
R5	Wuppertal	1 st	16 Years	Gradual development.
R6	Neuss	1 st	2 Years	Gradual development.
R7	Duisburg	1 st	10 Years	Gradual development. Moved into a new premise.
R8	Krefeld	1 st	15 Years	Gradual development. Moved opposite to a bigger premise.
R9	Koln	1 st	18 Years	Gradual development. Improved premises.
R10	Viersen	1 st	11 Years	Gradual development and expansion. Moved into bigger premises. Opened new offices in Africa.
R11	Monchengladbach	1 st	8 Years	Gradual development.
R12	Kaarst-Neuss	1 st	15 Years	Gradual development.
R13	Oberhausen	1 st	7 Years	Gradual development.
R14	Essen	1 st	5 Years	Gradual development. Work alone and expanded services desired.
R15	Dusseldorf	1 st	6 Years	Gradual development. The business expanded and modernised
R16	Dusseldorf	1 st	12 Years	Gradual development. Diversification into continental Cuisine.
R17	Dusseldorf	1 st	4 Years	Gradual development. Relocated to a new premise. Improved premises.
R18	Dortmund	1 st	3 Years	Gradual development. Improved premises.
R19	Herne	1 st	5 Years	Gradual development. Improved premises.
R20	Kaarst-Neuss	1 st	6 Years	Gradual development and expansion. Improved premises.

5.2.1 Experience

Previous job experience and occupational background (Sharma 2013) takes on a substantial role in entrepreneurship and as in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the findings of this research indicates that, all research respondents with no exception, have previous experience with family and other similar enterprises. This perception is seen clearly in the following extracts:

“... You understand, somebody can decide and say I want to go into business and open a cleaning service, but ok, I have always had a... after my first degree, I had the opportunity during my youth service, serving my nation in Nigeria, I had the opportunity to work in an oil company as an accountant, but after then, I worked there a year, after then I managed a hotel and then... Ya it is this whole idea of making people happy and just creating an environment where people come and have a nice time. I have always had a passion for it and I took to the restaurant areas in the hotel then. Was my main core interest... I arranged everything and I always like seeing people appreciates what you cook, even though I had people that cooked, it was mainly my arrangement. Ah... Since then, I just had a flair for...” (Excerpt 6:70-72).

“... Yes, so much, eh... we the engineers we always believe that once you are an engineer, that there is nothing that you cannot do and we always look engineers to be the manager of every profession from A-Z. The engineering background prepares you, prepares you to be so skilled that you can excel in every aspect of life. Today, I have a logistics outfit, it is not because I studied it, it is because the way I am being trained as an engineer prepares my mind and I have a very strong base to follow the direction I want to go and that is why I am able to do what I am doing today...” (Excerpt 3: 25).

In embarking on entrepreneurial activities, previous experience not only enables the small business entrepreneurs to better recognise opportunity, but also gives them the ability to exploit those opportunities. Independent retail business, consequently, can profit from the accumulated knowledge of their founders throughout their life careers. This, to a reasonable extent, plays a significant role in the survival of such enterprises (Kamunge et al. 2014).

For example, small business owners and managers' previous management and professional experience in terms of having owned, are in charge of or

supervise a business, and the success or failure of such a venture may enhance the survival and growth chances of the business (Shafeek 2009).

Equally seen in the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, previous job experience, preparation and occupational background plays a substantial role in entrepreneurship. This is not simply an indispensable means of acquiring capabilities, abilities; innate or acquired capacity that facilitate self-employment activities, but also enables the small business entrepreneurs to put their acquired experience, knowledge and accomplishment in their new venture. The following excerpts are, however typical of this perception:

“... In the first case, before I started my business, I went to a course here they called “selbständigkeit” – self-employment possibility... Self-employment program... assistance from the government. It took a scope of six months and I eh... had the write up of what I want to do in African which was presented to Bank and the Bank did not listen, the government decided to support me for one year before I was able to stay on my foot...” (Excerpt 10: 51-53).

This perception was also re-echoed by respondent R 3, who maintains that:

“... Yes, as an engineer, you are not only trained technicians; you also received a lot of management training while in school...” (Excerpt 3:41).

Similarly, respondent R 17 stressed that:

“... I did it before in Africa. That was my professional job in Africa when I finished my school... I learn the job and when I came here, I discovered that I have to bring it out...” (Excerpt 17: 31-37).

It should be noted that, the various respondents obtained previous work experience before starting their independent retail businesses. This is a positive indication that the research respondents prefer to enter into self-employment when they have the relevant experience, rather than entering the entrepreneurial market without having worked beforehand.

Therefore, this study suggests that, previous work experience of the owners and managers of ethnic minority independent retail business, within the context of the Nigerian community in Nordrhein-Westfalen, Germany, is an important factor affecting the motivations of entrepreneurs' business entry

decisions. This is consistent and complements previous research findings, on the positive relationship between entrepreneurial activities and entrepreneurs previous job experiences.

5.2.2 Family business background

Several studies have reported the influence of family business background on entrepreneurial intention (Krueger et al. 2000). Family business background (Danes et al. 2008) serves as a mediating background of entrepreneurial experiences, and an important vehicle for transmitting family business culture and systems.

Family business background as in the case of this study takes on a pivotal part in carrying out entrepreneurial activities. The findings of this study suggest that a good proportion of the research respondents, notably: R1, R2, R5, R6, R8, R9, R12, R13, R14, R16, R18, R19 and R20, are from families with a business or entrepreneurial background. This influence of the family business background is confirmed by the following respondents with these remarks:

“... Ah... I was born into a business family; I inherited this ehm... idea from my Dad... Business and I had the opportunity to work with him while I was growing up. When I came to Germany the chances of getting a Job as a black man and the chances and the progress I could make as being self-employed is not the same. I choose to practice what I learned at home before...” (Excerpt 2: 28-34).

“... And I also have a little experience from my father. My father was doing the same business at home... I learnt from him...” (Excerpt 1: 18-20).

“... I was in business while I was in Nigeria before I left for Europe... entered Europe...” (Excerpt 15:10).

“... Ok... my mum was having a restaurant, but not really on a high scale like this. So then we were assisting her. So I get to know a little bit about how to cook, but I have a passion for serving people.... Cooking; so that is while I went into it. Normally, I went to school, I would have gotten a good work with my certificate or in line with what I studied, but I have a passion for cooking and I love cooking and serving people. So I decided to go into restaurant” (Excerpt 16: 15-16).

Family, as in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, may function as role models for initiating a venture, and may also have an influence on the success of the independent retail business. Therefore, it can be demised that, family business background plays an important role in entrepreneurship. This complements previous findings on the positive relationship between family business background and entrepreneurial activities.

Furthermore, the research sample exposes several of the differentiating features of family business and business family, which emanated from extant literature (essentially, Klein 2000; Waldinger et al. 2006; European Commission 2009; Ram and Jones 2011; IFM 2015; Seaman 2015). Consider, for example the following:

- Participation of a family member or an extended family member in the day to day management of the business
- Family, pools resources together, at varying time frames for the benefit may be of a single business or more businesses
- Access to informal social network of co-ethnics

5.2.3 Business aims

The stated business aims of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, fall into two major sections: personal and business. While the personal aims fundamentally focus on survival, the business aims, on the other hand, are concerned with building a professional business that will continue to expand and diversify into other sectors.

The various themes, from which the personal and business patterns are selected, are not expected from the literature. They were, however, identifiable within the respondent's narratives. Within these broad patterns, the findings of this study indicate that the majority of the respondent's business aims falls within the following sub-pattern of:

- Continuous development
- Gradual expansion
- Diversification
- Humanitarian services

Continuous development as in the case of all research respondents with no exception includes uninterrupted operations of the business. This perception is reflected in the respondents' views as indicated in the extracts below:

"... Yes... I am trying to bring my wife into it; because I sent my wife to the school to learn how to make Africans and European hair. So I believe by the time she finishes with her studies, she will take over the business..." (Excerpt 1:43-46).

"... My future about this business is to build it in such a way that it is going to be a corporate institution of its own that will be managed by managers, workers are definitely with some members of my family probably my wife and the defender of my child so she is interested. As the time goes on, we will see how the final decision will be taken..." (Excerpt 2: 35-38).

"... My desire virtually is to have the franchise that the business can run itself, even without me... the business should be able to run itself and eventually, you will have a manager that will run the business... with a normal business structure... But my plan is to virtually have a business going... if I am not there... I should have a manager that I have trained... To manage the business..." (Excerpt 6: 95-119).

Opening several businesses within the same sector was identified amongst respondents R10, R12, R15 and R16, as their business aims. This is reflected in the comments below:

"... Yes. We are planning now to diversify into the export of cars into other African countries. Not primarily, not only Nigeria but other African countries – West Africans, East Africans Countries... Central African countries..." (Excerpt 12:48-51).

"... Ya... in years to come maybe ten years from now I am thinking of having the same business, eh eh eh beyond Dusseldorf... Not just in Deutschland but London as well. I am working towards that..." (Excerpt 15:51-54).

"... I am aspiring to make it bigger, make it more standard, to add another party. Right now, we are doing only food; I am aspiring to have

a bigger place where we can events... makes it bigger... Extend to other cities...” (Excerpt 16:25-30).

The remarks of respondent R3, as indicated below, is indicative of the fact that starting-up a complementary business was also seen as part of their business aim.

“... Eh... I see my business in the next few years to be as a business that will grow into a lot of division. It is not going to be a business that will purely focus on the logistics... It will be a business that will... enter into different, eh... areas, so I am anticipating a very big expansion in the next few years...” (Excerpt 3: 98 -103).

Lastly, the need to cater for human welfare or humanitarian services was also observed in this study, as part of one of the respondent's future business plans. This focused on wider personal and community issues. This perception is indicated in the following account:

“... I choose to be self-employed because the knowledge that I have, I want to impact it so that other people can benefit from it... What motivates me to do my best in my business first of all is God... Because I want to touch mankind... Because my business is not only to enrich or have financial status, to make those less privilege in African to have what it takes to enjoy life...” (Excerpt 10:30-47).

Nevertheless, due to the nature of the prevailing policy environment in Germany, the growth of independent retail business activities, as in the example of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, is perceived as limited, linked to gradual expansion and the ability to diversify into other sector.

5.2.4 Business types/activities and employees

Service businesses, which include restaurants and grocery stores, are (Fray 2014) the traditional ventures, which immigrant entrepreneurs tend to start. These types of businesses appeal to co-ethnic clients. In a business of this nature, small business entrepreneurs, as such, are most likely to be in a geographical location with possible co-cultural clients.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, identified business types

and activities emanating from the findings of this research, can be divided into nine (9) categories, which includes:

- Grocery store
- Fast food/restaurant
- Travelling agency/tourism
- Services and consulting
- Logistics and services
- Event management
- Retail – sportswear
- Retail – used textile and clothing
- Afro hair salon

As noted in this study, respondents: R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20, selected their line of business activities by taking advantage of the opportunities offered by their immediate environment. This is particularly found in the following accounts:

“... I moved my business over here in Essen because I realised the potential Essen had, luckily it became one of the cultural city of Europe in 2010, but before them, I came to realize that we have a central marketplace here... Sorry... an open marketplace, a kind of free market where people can buy cars... Where people from the Eastern bloc here in Europe, internationally from Africa as well... Very right” (Excerpt 2: 20-26).

“... Anyway, I found myself in Herne and I found out... like a shop I have... some kind of shop like that is not around here... I felt that there is a need for that...” (Excerpt 19: 19-24).

All research respondents with no exception as found in this study are involved actively in the running of his or her businesses on a daily basis. This is speculated in the respondent comments, as reflected the extract below:

“... Well, eh, I am completely involved in the day to day running of the business – that is correct and I have tried by all means to reduce my overhead cost... Trying to save cost and trying to live within my means...” (Excerpt 12: 44-47).

Subject to the nature of the independent retail business operated by the research respondents, the number of employees, however, ranges from one to nineteen, and this is typified by the following accounts:

“... Eh... Generally, yes, I have employees, at the moment; I can tell you generally, well in the company, generally I have up to 19 workers...” (Excerpt 3:64 – 65).

Moreover, it was found in this piece of research that immediate and wider family members and ethnic community members are engaged in independent retail businesses of the various research respondents. Co-ethnic employees, as found in this study, are a very vital part in the development and success of the independent retail business. Furthermore, the relationship between them is that of solidarity.

In line with the determinations of this research, co-ethnic employees, according to Chrysostome and Arcand (2009) and Rubach et al. (2015), empathise with the situation for fellow migrants, specifically provides the small business entrepreneur with relief from the hours of long work spent on their independent retail businesses and help to overcome the unwieldy regulations, foisted on employers to safeguard employees.

5.2.5 Business location and location advantage

This study was conducted within the region of Nordrhein-Westfalen, Germany, where the Nigerian community seems to be concentrated within a defined geographic area or ethnic enclave. As represented in the following accounts, this allows the various respondents to take advantage of cultural affinities, tastes, and needs, for profit purposes.

“... Because I lived here... a lot of blacks and foreigners lived in Essen... I am into... ehm... Lebensmittel... (Laugh) Lebensmittel, Supermarkets, Afro Shops, food items, telephone cards...” (Excerpt 1: 21-26).

“... The motive why I came to Oberhausen is because I believe they have a lot of blacks in Oberhausen that is why I am based in Oberhausen. They have a lot of blacks in...” (Excerpt 13: 15-16).

As shown in this research, the business premises of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, were located in one of these five areas:

- The business district/area
- Close to the train station
- Within the inner city
- Within the shopping complex in the train station
- In residential areas

These business locations, as observed in this study, strategically allow easy access to business premises by customers and suppliers, thereby enhancing business network and profit opportunities. This idea was supported by respondent 15th comments.

“... Ehm... my business is more of Africa food, drinks and cosmetics... We are here to make sure or see that our African brothers and sisters do not really lack... Yes the Nigerian product... Ya... because eh... when I was looking for a location for my business Dusseldorf... happens to be the place I got my shop and that lead to my stay here in Dusseldorf... off course” (Excerpt 15: 21-30).

Consistent with this research observation on ethnic enclaves, Tousaint-Comeau (2008), maintains that ethnic enclaves are influential in the venture creation decision and the determination of immigrants to live in an arena with a high concentration of other immigrants may be driven by a desire to take advantage of social capital and other enclave specific resources.

Also, businesses that locate in such an enclave (Cutler et al. 2008; Ndofor and Priem 2011; Braymen and Neymotin 2014) may benefit from social capital, the ability to employ cheap labour and enjoy reduced price competition. Thus, insightful knowledge of the enclave environment may facilitate the development of entrepreneurial opportunities, which is recognised, as a key component according to Braymen and Neymotin (2014), in the formation of a new firm.

The fact that all the research respondents had their business in the area because of the presence of a large ethnic community, and that location advantage is associated with such an ethnic concentration point to the fact that an enclave exists in those locations. This is represented in the accompanying comments:

“... I moved my business over here in Essen because I realized the potential Essen had, luckily it became one of the cultural city of Europe in 2010, but before them, I came to realize that we have a central marketplace here... Sorry... an open marketplace, a kind of free market where people can buy car... Where people from the Eastern bloc here in Europe, internationally from Africa as well... Very right” (Excerpt 2: 19-26).

Respondent R3 also elaborated on the profit opportunities and business network in geographical location:

“...Eh...I have a logistics agency, what we do actually is to... like a service company, we take contract from customer, it could be private, it could be companies, no matter where you are, where you acquires goods or where you buy properties or want to move these properties or goods from one place to the other, you might buy it today in Germany and you want to have it in China, you might buy it in China and you want to have it in Nigeria, no matter where you buys your goods but you want it to be moved to where you required it, it could be industrial machines, it could be anything, it requires moving one particular property ah...to another point, we now take over the logistics to make sure that you receive it where you need them...I happen to be in a city where today, it has the biggest car market in Europe, and at the beginning of this logistics business, I started with cars- used cars, you know buying used cars from Germany to other parts of Africa or Asia, America and this is a city where you have the greatest market for that so it was easier for the customers who acquires these vehicles from this state where I am especially in this city to come to me than going to people that are in other cities where they need to spend so much money on transportation to get to the company that will take care of logistics, picking it up from the point of purchase to the next point of transit is easier to take place here in Essen than in any other city that is a little bit away from the biggest car market...Yes... Yes, that is right.” (Excerpt 3: 26-38).

This study identifies that the location of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, allows these entrepreneurs to follow a clear strategy of providing products

and services to members of the Nigerian community. As a survival strategy, this is consistent with the economics of the firms within enclaves, where the resource inputs, products and services were obtained and sold to the community.

A further interesting fact to come from this work is that the bulk of the research respondents were conducted: grocery store, logistics and services business, which are geared towards helping the Nigerian and other co-ethnic market through client service and product selections. This strategy of providing essential wares and services to co-ethnics, which is commonly connected with this study, research respondent, was also observed in previous research (such as Waldinger et al. 2006). The failing, however, of this ethnic niche scheme is that it is determined by ethnicity and client propinquity according to Jones et al. (1992a).

5.3 Follow-Up Observational Visit

A follow up visit or observation was conducted to verify if some of the business aims, have been implemented. The result of the follow-up visit can be summarised as follows:

Table 12: Follow-Up Observational Visit

Interview number	Situation in Winter 2014	Situation in Summer 2015
R 1	Still in business	Still in business
R 2	Still in business	Still in business
R 3	Still in business	Still in business
R 4	Still in business	Still in business
R 5	Still in business	Still in business
R 6	Still in business	Still in business
R 7	Still in business	Still in business
R 8	Still in business	Still in business
R 9	Still in business	Still in business
R 10	Still in business	Still in business
R 11	Still in business	Business closed
R 12	Still in business	Still in business
R 13	Still in business	Still in business
R 14	Still in business	Still in business
R 15	Still in business	Still in business
R 16	Still in business	Still in business
R 17	Still in business	Still in business
R 18	Still in business	Still in business
R 19	Still in business	Still in business
R 20	Still in business	Still in business

In this study, the follow-up visits/observations as shown in table 12 above, suggest that most of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, selected in this research's samples are still operating their independent retail business within the same community. A follow-on interview with the respondents indicates that their business aims were partially implemented. The next chapter presents the findings of the semi-structured interviews with the research respondents on entrepreneurial decisions.

Chapter 6 – Entrepreneurial Decisions

6.1 Introduction

6.2 Issues identified and rationale for inclusion

6.3 Pull factors influencing the entrepreneurial decision

Analysis and Discussion

Conclusion

6.4 Push factors influencing the entrepreneurial decision

Analysis and Discussion

Conclusion

6.5 Mixed factors influencing the entrepreneurial decision

Analysis and Discussion

Conclusion

6.6 Generational Issues

Succession planning

Analysis and Discussion

6.1 Introduction

Extensive research has been completed on why entrepreneurs decide to start a business. While some theories derive from such valuable studies focus on the economic situation of the migrant pre-entrepreneurship and the cultural constructs that can promote entrepreneurship other theories focus on the wide range of motivations that a migrant can have when seeking entrepreneurship (Dana and Morris 2007). These strands of thought, as found in this study, could be divided into the traditional pull factors, mixed factors and push factors.

6.2 Issues identified and the rationale for inclusion

Pull, push and mixed factors are the key issues identified in this study, and are discussed under the motivation of entrepreneurial decision. The various themes, from which the patterns are selected, come from many of the different approaches to self-employment and entrepreneurship that have common links with these broad categories.

The reason for their inclusion is to identify the motives for entrepreneurial activities and to develop a theoretical research sample that will include a spread of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, business entry decisions.

Table 13 below, shows the key comments from the data, which is typical of the respondent's perceptions of the motivation of an entrepreneur's business entry decision.

Table 13: Entrepreneurial Decision

Interview Number	Choice/Options	Need priorities	Desires for independence	Need for achievement	Expectation and work ethics
R1	No choice due to forced redundancy. Job seems restricting. Followed family pattern. Set personal standard and work towards them. A way to overcome the negative past.	Find a place in the society. Make money. To provide for family and extended family. Financial independence.	Always willing to learn and face challenges. Prefer to be own boss. Self-employment is a better chance of making money.	Not craving to take a big risk, but do small thing well. The need to improve the economic status of the family. Determination and drive to succeed and achieve great thing.	Need determination to tackle difficulties. Responsibility is part of self-employment. Business can provide service to society. Try to improve acceptability of ethnic community. Learn by experience and from mistakes. Cautious but determined nature. Success comes through hard work. Be prepared to give new things a trial.
R2	Follow up on family pattern, gain experience and open own independent retail business. Set personal standard and work towards them. Limited options and Job	Find a place in the society. Make money. To provide for family and extended family. Family happiness Financial	Enjoy challenges. Always willing to learn and face challenges. Better to be independent and do what you feel is good for you and	The need to improve the economic status of the family. Determination and drive to succeed and achieve a great thing.	Opportunity. Responsibility is part of self-employment. Need determination to tackle difficulties. Try to improve acceptability of ethnic community.

	<p>seem restricting.</p>	<p>independence. Want personal and financial success.</p>	<p>your business. Self-employment is a better chance of making and saving money.</p>	<p>Take advantage of chances as they come. Develop business empire for future generation.</p>	<p>Need to contribute to society. Success comes through hard work and patience. Work to raise a lasting business empire. Help to move towards an inclusive society. Good attitude and sincerity is very important.</p>
R3	<p>No choice due to forced redundancy. Set personal standard and work towards them. Job seems restricting. A way to overcome the negative past.</p>	<p>Find a place in the society. Want personal and financial success. Make money. To provide for family and extended family. Family happiness. Financial independence.</p>	<p>Enjoy challenges. Always willing to learn and face challenges. Better to be independent and do what you feel is good for you and your business. Working for yourself gives you a better opportunity to make and save money.</p>	<p>Proud of success and achievement. The need to improve the economic status of the family and future generation. Determination and drive to achieve a great thing. Take advantage of chances as they come. Develop business empire for future generation.</p>	<p>Responsibility is part of self-employment. Need determination to tackle difficulties. Success is a product of hard work and patience. Try to improve acceptability of ethnic community. Need to contribute to society. Work to raise a lasting business empire. Help to move towards an inclusive society. Attitude to others and</p>

					sincerity is very important.
R4	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Want personal and financial success To provide for the family.	Better to be independent, have your own place and do what you feel is good for you and the business Self-employment is a better chance of making and saving money.	The need to improve the standard and the economic status of the family and future generation. Proud of success and achievement.	Responsibility is part of self-employment. Need determination to tackle difficulties Trying to improve acceptability of ethnic community within the mainstream group Need to contribute to society Cautious and determines nature.
R5	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	To stay being own boss. To provide for the family. To make money.	Would like to have control of the business. Be your own boss.	The desire to be seen as a successful entrepreneur. Business ownership gives opportunities for family improvement.	Needs determination to tackle challenges. Likes challenges. Responsibility part of self-employment. Cautious and determined nature. Be handy and give good service. Try to improve acceptability of ethnic community.
R6	Limited options and Job seem restricting. Independent retail	Find a place in the society. Make money.	You have to be yourself. Better to be	Not willing to take a big risk, but do little things well.	Responsibility is part of self-employment. Hard work and

	business is an avenue of achieving personal goals and offers better opportunity. Set personal standard and work towards them.	To provide for family and extended family. Family happiness. Financial independence.	independent and do what you feel is best for you, your business and your family.	The desire to improve the economic status for family and future generation. Take advantage of chances as they come.	element of luck. Need determination to tackle challenges Business can provide service to society. Try to improve acceptability of ethnic community. Learn by experience and from mistakes. Cautions but determine nature. Attitude to others and sincerity is very important.
R7	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Work hard to earn money and improve family situation. To be independent. Find a place in the society.	Important to be own boss. Being own boss gives independence. Always willing to learn and face challenges. Being pleased in making a success out of his business.	Not willing to undertake bigger risk, but do little things well. Proud of success and achievement. Determination to succeed. Take advantage of chances as they come.	Saw business as a way to make money. Aware of the need of making sacrifices to succeed. Stay true to belief, good attitude; loyalty, respect and sincerity are very important. Need to contribute to society. Try to improve acceptability of ethnic communities.

					Help to move towards an inclusive society.
R8	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Find a place in the society. Financial independence. Family happiness. To stay being own boss. To provide for the family. To make money.	Fiercely independent and ambitious throughout life. Self-employment better. Prefer to be own boss. Business was an opportunity to be independent.	Proud of success and achievement. Desire to be seen as a successful businessman.	Put up with situations as they come Attitude to others, loyalty, respect and sincerity is very important. Try to improve acceptability of ethnic community. Need to contribute to society.
R9	Followed family pattern. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Work hard to earn money so as to improve family economic situation and status. Always keep learning. Follow conscience and show respect for all.	You have to be yourself. Always willing to learn and face challenges.	Not wanting to take a big risk, but do small thing well. The need to improve the standard and the economic status of the family and future generation. Proud of success and achievement.	Aware of the need to make sacrifices. Learning by experience. Needs determination to tackle challenges. Undertake no risk unless a guarantee of success. To improve acceptability of ethnic community within the mainstream group. Need to contribute to society. Cautious and

					determined nature.
R10	Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Find a place in the society. Make money. To provide for family and extended family. Family happiness. Financial independence.	Being pleased in making a success out of his personal business. Better to be independent and do what you feel is good for you and the business. Self-employment is a better chance of making and saving money.	The need to improve standard the economic status of the family and future generation. Determination and the drive to succeed and achieve great thing. Take advantage of chances as they come.	Trying to improve acceptability of ethnic community. Need determination to tackle difficulties. Need to contribute to the society. Work to raise a lasting business empire. Help to move towards an inclusive society. Responsibility to look after the less privileged. Do what you say to be trustworthy. Work to raise a lasting business empire.
R11	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Find a place in the society. Make money. To provide for the family. Financial independence.	Being pleased in making a success out of his business. Better to be independent, have your own place and do what you feel is good for you and the business. Self-employment is	The need to improve standard the economic status of the family and future generation.	Need determination to tackle difficulties. Responsibility is part of self-employment. Attitude to others and sincerity is very important. Do what you say to be trustworthy. Business can provide

			a better chance of making and saving money.		a service to the community.
R12	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Find a place in the society. Make money. To provide for family and extended family. Family happiness. Financial independence.	Enjoy challenges. Always willing to learn and face challenges. Strong drives to keep busy. Better to be independently do what you feel is good for you and your business. Self-employment is a better chance of making and saving money.	Not wanting to take a big risk, but do small things well. Improving the economic status of family and future generation. Determination and drive to succeed and achieve great thing.	Saw business as a way to make money. Need determination to tackle difficulties. Do what you say to be trustworthy. Need to contribute to society. Trying to enhance the acceptability of ethnic communities within the mainstream group.
R13	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	To make money. To provide for the family. Financial independence. Being own boss. Want personal and financial success.	A better opportunity to make money. Business was an opportunity to be independent. You have to be yourself. Better to be independent and do what you feel is best for you and	Proud of success and achievement. Determination to succeed. Need to attain a better life.	Saw business as a way to make money. Need determination to tackle difficulties. Responsibility is part of self-employment. Aware of the need to make the much needed sacrifice to succeed. Try to improve

			family. Want to go alone and face challenges.		acceptability of ethnic community. Need to contribute to society. Work hard and respect others. Attitude to others and sincerity is very important.
R14	Follow up on family pattern, gain experience and open own independent retail business. Limited options and Job seem restricting.	Family security and opportunities. Show respect for all. Make money. Find a place in the society. Family happiness. Being own boss. Financial independence.	Want to do it alone and face challenges. Prefer to be own boss. Self-employment better. Prefer working alone Always willing to learn and face challenges. Business was an opportunity to be independent.	Proud of success. Need for family improvement and better life style. Take advantage of chances as they come.	Business is chance and opportunity. Responsibility is part of self-employment. Business can provide service to society Try to improve acceptability of ethnic community. Like independence.
R15	Follow up on family pattern, gain experience and open own independent retail business.	To give children the best opportunities. Find a place in society. Make money.	Working for you gives better opportunity to make and save money. You have to be	Need to have challenges; please with achievement. Proud of personal success.	Business is chance and opportunity. Responsibility is part of self-employment. Opportunity to be

	Set personal standard and work towards them. Limited options and Job seem restricting.	Financial independence. Family happiness.	yourself. Always give his best in whatever he is doing. Fiercely independent and ambitious. Self-employment is better.	Grab chances as they come. Family pride and improves status. Desire to be seen as a successful business owner.	independence. Saw business as a way to make money. Work hard and respect others. Business can provide service to society. Try to improve acceptability of ethnic community. Be prepared to give new things a trial.
R16	Follow up on family pattern, gain experience and open own independent retail business. Set personal standard and work towards them. Limited options and Job seem restricting.	Follow conscience and show respect for all. Make money and provide for the family Find a place in the society. To give children the best opportunities.	You have to be yourself. Better to be independent and do what you feel is best for you and your family. Would not want to work for anyone. Enjoy challenges. Always willing to learn and face challenges. Better to be independent and do what you feel is good for you and	Proud of success and achievement. Determination and drive to succeed and achieve great thing. Self-employment is a chance for family improvement and better life style. Take advantage of chances as they come.	Put up with situations as they come. Saw business as a way to make money. Need determination to tackle difficulties Responsibility is part of self-employment. Opportunity to be independence Business can provide service to the community. Need to contribute to society. Attitude to others and sincerity is very

			your business. Self-employment is a better chance of making and saving money.		important. Do what you say to be trustworthy.
R17	Guided family pattern, gain experience and open own independent retail business. Set personal standards and work towards them. Limited options and Job seem restricting.	Family happiness. To stay being own boss. Financial independence. Find a place in the society. Provide for the family. To be independent. Follow conscience and show respect for all.	Better to be independent and do what you feel is good for you and the business. Self-employment is a better chance of making and saving money.	Always socially and politically active. Need to have challenges; pleased with achievement. Proud of personal success. Take advantage of chances as they come.	Responsibility is part of self-employment. Hard work and element of luck. Needs determination to tackle challenges. Try to improve acceptability of ethnic community. Prepared to give new things a trial. Learn from mistakes. Need to contribute to the society. Trying to improve acceptability of ethnic communities within the mainstream group. Help to move towards an inclusive society. Work hard and respect others. Attitude to others and

					sincerity is very important.
R18	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity. Set personal standard and work towards them.	Find a place in the society. Make money. Provide for family and extended family. Enjoy life. Family security. Personal security. Improve family status.	Ability to change. Always willing to learn and face challenges. Education is the best way for children in future career. You have to be yourself. Always willing to learn and face challenges. Prefer to be own boss.	Family expectation of hard work. Proud of success and achievement.	Hard work and element of luck. Saw business as a way to make money. The process of learning by experience to face challenges. Stay true to the belief, attitude to others, loyalty, respect for all and sincerity is very important. Need to contribute to society They need to be good examples to others.
R19	Limited options and Job seem restricting. Independent retail business is an avenue of achieving personal goals and offers better opportunity.	Make money. Financial independence. Family happiness. Find a place in the society.	Self-employment is better. Prefer to be own boss. Self-employment is a better chance of making and saving money.	Need to attain a better life for the family and future generation. Proud of success and achievement. Loyalty to business.	Need determination to tackle challenges. Saw business as a way to make money. Good attitude to others, loyalty and sincerity. Try to improve acceptability of ethnic community.

					Be prepared to give new things a trial.
R 20	Set personal standard and work towards them. No choice due to forced redundancy. Job seems restricting. A way to overcome the negative past. Limited options.	To make money. To provide for the family. Financial independence. Improve family status. Work hard to earn money. To provide for the family.	You have to be yourself Always prepared to see a way round a problem. Business an opportunity for independence. Self-employment is a better chance of making and saving money.	Need to have challenges, but pleased with the achievement. Need to attain a better life for the family and future generation. Proud of success. Determination to succeed. Had determination and drive to achieve great thing.	Hard work, patience and element of luck. Saw business as a way to make money. Responsibility is part of self-employment. Opportunity to be independence Need to contribute to a more inclusive society.

6.3. Selection of patterns and the findings of this research on pull related factors influencing entrepreneur business entry decision.

Pull related factors emphasise the positive aspects of business entry decision and are connected to individuals who combine resources in an innovative manner, so as to take advantage of a potential space in the market (Silva 2013; Soydas and Aleti 2015).

As in the case of this study, the cultural and selective migration theory provides patterns explaining positive motives spurring the motivation of an entrepreneur's business entry decision, in terms of the pull approaches. The most important and noticeable patterns, in the respondents' narratives, which are associated with these themes, are as follows:

- Cultural theory
- Selective migration

Cultural Theory

The cultural theory of ethnic entrepreneurship emphasises the culturally determined individual features that the migrant entrepreneur brings to the host company, which influence their entrepreneurial activities and behaviour around particular business environments. Autonomy or independence, the need for achievement and family traditions are some salient patterns identified in terms of cultural theory in this study.

Table 14: Cultural Thesis, below, reflects each pattern and summarises its identification within the qualitative in-depth interview. This is followed by a discussion of the qualitative findings on these sub-patterns.

Table 14: Cultural Thesis

Interview number	Desires for independence	Need for achievement	Family traditions
R 1	Yes	Yes	Yes
R 2	Yes	Yes	Yes
R 3	Yes	Yes	No
R 4	Yes	Yes	No
R 5	Yes	Yes	No
R 6	Yes	Yes	No
R 7	Yes	Yes	No
R 8	Yes	Yes	No
R 9	Yes	Yes	Yes
R 10	Yes	Yes	No
R 11	Yes	Yes	No
R 12	Yes	Yes	No
R 13	Yes	Yes	No
R 14	Yes	Yes	Yes
R 15	Yes	Yes	Yes
R 16	Yes	Yes	Yes
R 17	Yes	Yes	Yes
R 18	Yes	Yes	No
R 19	Yes	Yes	No
R 20	Yes	Yes	No

Desire for independence: The desire for independence, as a personal trait, embraces entrepreneurial decision, on the basis of not wanting to work for anyone, and having control over the future of the enterprises. The various narratives from the research respondents, as it relates to the desire for independence, indicate that it is an important factor driving business start-ups.

The need for achievement: The need for achievement as an entrepreneurial business entry decision is fundamentally the entrepreneur's expectation and desire to achieve through independent retail business, social and economic goals. The need for achievement, as found in this study, is considered as an influential factor in business entry decision. Some respondents also mentioned self-employment as a key to their economic and social progress in the host community.

Family tradition: Family tradition, a pattern which is not expected from the literature was, however identifiable within the respondents' narratives. Entrepreneurial decision, according to this pattern, is part of a family tradition, and provides the entrepreneur with the much needed materials and experiential platform to start an independent retail business. As found in this study, family tradition is influential in entrepreneurial decision and considered amongst other factors. The support of family, friends and the ethnic community was, therefore, considered as one of the drivers of entrepreneurial decision.

Selective Migration

Selective migration emphasises the ethnic minority migrant related specific background, special skills, cultural predilection and heritage, which are geared towards entrepreneurial activities. In this study, related skills, educational background and professional experience are some salient patterns identified in terms of selective migration that the ethnic or minority migrant entrepreneurs bring to Germany as their receiving society. These translate into entrepreneurial activities and behaviour around a specific business environment, such as the Nordrhein-Westfalen, Germany.

Table 15 – Selective Migration reflects each pattern and summarises their identification within the qualitative in-depth interview.

Table 15: Selective Migration

Interview Number	Related skills	Educational background	Professional experience
R 1	Yes	Yes	Yes
R 2	Yes	Yes	Yes
R 3	Yes	Yes	Yes
R 4	Yes	Yes	Yes
R 5	Yes	Yes	Yes
R 6	Yes	Yes	Yes
R 7	Yes	Yes	Yes
R 8	Yes	Yes	Yes
R 9	Yes	Yes	Yes
R 10	Yes	Yes	Yes
R 11	Yes	Yes	Yes
R 12	Yes	Yes	Yes
R 13	Yes	Yes	Yes
R 14	Yes	Yes	Yes
R 15	Yes	Yes	Yes
R 16	Yes	Yes	Yes
R 17	Yes	Yes	Yes
R 18	Yes	Yes	Yes
R 19	Yes	Yes	Yes
R 20	Yes	Yes	Yes

Related skills: Entrepreneurial decision is related to skills or special ability that the immigrant brings to the host country. As reflected in table 16 above, related skills were found helpful and essential to entrepreneurial decision.

Educational background: Entrepreneurial decision is seen as related to the immigrant educational background, geared toward self-employment. As this piece of work illustrates, the individual academic background was influential in terms of providing them with the much needed knowledge and confidence to adapt to differing economic situations.

Professional experience: As a means of having an income, an individual's previous professional experience in self-employment related activities in their home country makes self-employment a desirable option. As exemplified in this study, some of the research respondents, have previous experiences with family or relative businesses. This appears to be an important driver in

the self-employment decision, in terms of understanding some of the risk and opportunity of running a business. Moreover, individuals who had worked in the same line of business understood the model and may have used it as a part of their entrepreneurial decision making assessment.

6.3.1 Analysis and discussion of pull related factors in entrepreneurial decisions.

Cultural thesis and selective migration, in terms of pull factor patterns, as discussed above, considers how individuals from migrant groups are equipped with culturally determined features, geared towards self-employment (Silva 2013).

Basic patterns were identified from each of these theories and the next step in this study is to analyse the interview transcript, in order to have an insight into the core drivers of entrepreneurial decision. Excerpts from the interview were used as an example to illustrate some of the findings of this research.

Cultural Thesis: There is significant literature, on the role of culture as the basis for ethnic entrepreneurship. The cultural perspective of ethnic entrepreneurship emphasises the inherent cultural element in an individual which encourages entrepreneurial activities (Knight 2015).

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, it was found in this study business entry decision were directly impacted by such cultural element as: the desires for independence as in the case of all research respondents with no exception, need for achievement, as in the case of all respondents and family traditions, as in the case of respondents R1, R2, R9, R14 and R17.

An important characteristic of an entrepreneur as noted by Narata and Niladri (2015) is the ability or capacity to act independently. Independence involves the minority migrant entrepreneurs taking the responsibility to use his or her own judgement and initiatives, directed at start-up activities and seeing their initiatives to fruition (Shane et al. 2012).

The role of the entrepreneur, as found in this study, necessitates independence. For example, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, as observed in this piece of research, undertakes the responsibility of pursuing opportunities and are responsible for the result. This desire for independence, therefore, enhances an individual's ability to develop a genuine interest towards entrepreneurial activities. This is particularly found in the following account:

“... Anyway, I found myself in Herne and I found out... like a shop I have... some kind of shop like that is not around here... I felt that there is a need for that... I choose to go into business... I just want to be independent and as well I just want to do something that I think will also fit the needs of the people around me... enrich people's life as well...” (Excerpt 19: 19-34).

This view was also re-echoed and supported by the following extract:

“... Right from time, even in Africa, I never love to work for somebody. As I was going to school, I was doing small, small business and as I finished, I just work for only four and half years and I started a business centre like call shops... there was no call shop... copying typing... it was three businesses in one. I ever loved to be on my own...” (Excerpt 16: 23-25).

“... I choose to do business because I do not like to sit down at home... Looking at my husband... Looking at my husband face... So I have to look for somewhere else also...” (Excerpt 18: 27-34).

In an interview with 20 members of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, this research identifies that one of the main motivational factors for a business start-up, was a desire for independence. This is consistent with the observation of many investigators, that the entrepreneurial role necessitates independence.

Furthermore, an entrepreneur has a goal which he or she wants to reach. To reach the goal set-out as experienced in this research, the respondents are highly motivated and have a strong feeling to excel and to work better, so as to achieve success. The following extracts are typical of this perception:

“...Looking at it from the point of how I started...I happen to be in a city where today, it has the biggest car market in Europe, and at the beginning of this logistics business, I started with cars- used cars, you know buying used cars from Germany to other parts of Africa or Asia, America and this is a city where you have the greatest market for that so it was easier for the customers who acquires these vehicles from this state where I am especially in this city to come to me than going to people that are in other cities where they need to spend so much money on transportation to get to the company that will take care of logistics, picking it up from the point of purchase to the next point of transit is easier to take place here in Essen than in any other city that is a little bit away from the biggest car market...being self-employed is not just a decision one gets up one day and take, it comes, and when it comes, what is important is for you to identify that this is the opportunity that it has come for you to do it, I have worked also before, but it came to a point where I discovered that these possibilities were just roaming around me that is something I can do. I actually started doing it as if I am trying to help people to, customers that came to organise to do it. Then, it was not like a business but at a point, I saw that the services I was rendering, the number of people trying to seek this help from me...Could also turn into a business,...And I looked at the time it takes for me to do it and combine it with my job. I try to start, mixing it as a business and at the same time doing my job, I discovered that it needed more time thanif not I will not be able to it...Then I was like faced with the challenge of deciding which one could be more progressive, should I remain in the job or should I now quit the job and give more time to this business and turn it to my full time business? After a while, I came up with the conclusion that the best thing I could do is to put the time I have into this job or private business and develop it. That was what I did and today... I thank God that I was able to take that decision...Yes” (Excerpt 3: 31-61).

“... My motivation with cars... eh eh... I have always been interested in selling cars. I always wished that I could sell cars. I love the sales of cars. I got interest in automobile and off course is a hobby too. And it provides an income for me at least...the zeal to survive, to survive” (Excerpt 12: 36-37).

An entrepreneur who has a motivation which urges him or her to achieve success will behave in a manner which supports the need for accomplishment and success. Therefore, the desire towards achievement becomes an urge which motivates the small business entrepreneur and results in a positive position towards the planned business activities (Robbins and Judge 2010; Sutanto and Eliyana 2014). As in the case of this study, the emotion expressed in conveying this is presented in the following instances:

“... I am into event management. As it sounds, it has to do with events, on a special area – Africa... Ah... Generally, in this part of Nordrhein-Westfalen, our African specialty is not so open. I am trying to showcase Africa... African food, African culture, African music, what it is...the core African value, what makes us different...Integration issues...And again because of the integration issues, I found out that you get a lot of support to carry on, people here are opened up for new ideas, new things, it is very interesting for the people,... Yes. Through events ...Ya...” (Excerpt 6: 50-62).

“...Ah...My first reason is, first of all, the knowledge God gave to me, I want to like type it and make other people to get from it. So that I saw that I have to go on self-employed so that I can use the brain that God gave to me... As I said earlier I choose to be self-employed because the knowledge that I have, I want to impact it so that other people can benefit from it” (Excerpt 10: 30-39).

“... I learn the job and when I came here, I discovered that I have to bring it out...Ehh...what I would... my kind of job ehh... Ya, what motivates me to do business? Ehe...I believe we have to come out according to the German say “integration...Then which we have to come out for the children we are getting to see that it is not all about eight hours with their father... their father is doing something...Creative something within the neighbourhood...the environment...Ya” (Excerpt 17: 35-50).

“... If I ask you the same question, what motivates you to do your best? ... Laugh... The money is good and the environment is good. The payment is good; everyone wants to work regardless of at least for the money and for the living and to take care of your family” (Excerpt 9: 47-50).

The need for achievement and the desires for independence, as this piece of work illustrates, are influential in the motivation of an entrepreneur's business entry decision. Therefore, it is undeniable that the need for achievement has a positive impact on entrepreneurial inclination. This finding also confirms the observation made by other researchers that entrepreneurs are individuals with a high need for achievement, which propels them to create new ventures (Mohar et al. 2007).

Family business background plays a pivotal role in the occurrence of entrepreneurial activities. As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the findings of this study suggest that a good proportion of

respondents (R1, R2, R5, R6, R8, R9, R12, R13, R14, R16, R18, R19 and R20) are from families with business tradition or entrepreneurial background.

It can therefore be ascertained that the entrepreneurial spirit as part of a family tradition provides the entrepreneur the much needed materials and experiential platform to start an independent retail business. It is of interest to note the comments from respondent R 16, which are in line with this perception:

“...Ok... my mum was having a restaurant but not really of a high scale like this. So then we were assisting her. So I get to know a little bit of how to cook but I have passion for serving people....cooking; so that is while I went into it. Normally, I went to school, I would have gotten a good work with my certificate or in line with what I studied but I have passion for cooking and I love cooking and serving people. So I decided to go into restaurant” (Excerpt 16: 15-16).

This influence of family business background was also stressed by the following respondent who comments:

“... And I also have a little experience from my father. My father was doing the same business at home... I learnt from him...” (Excerpt 1: 18-20).

“... I was in business while I was in Nigeria before I left for Europe... entered Europe...” (Excerpt 15:10).

Research also reveals that an ethnic minority entrepreneur's previous experience is an important factor in entrepreneurial decision (Lofstrom and Wang 2007). Previous experiences affect their business entry motivation and focus the individual on an area in which they can get the most benefits from their acquired skills and knowledge.

The various respondents, as noted in this piece of research, had some experience in informal entrepreneurship. This has helped them to adapt to changing circumstances, as typified in the following account:

“... Particularly...I ship mostly to Africa... Which I started a long time ago when I left my secondary school in Nigeria...” (Excerpt 20: 30 – 35).

“... Ah... I was born into a business family; I inherited this ehm... idea from my Dad... Business and I had the opportunity to work with him

while I was growing up. When I came to Germany the chances of getting a Job as a black man and the chances and the progress I could make as being self-employed is not the same. I choose to practice what I learned at home before... Yes... Yes. That is right” (Excerpt 2: 28-34).

“...so I was born in a business home..... My family line has been in business and as I was growing... Studying the business....” (Excerpt 15: 55-61).

Family tradition, as found in this study, is significant, yet does not play a vital role in the motivation of entrepreneurs' business entry decisions. The findings of this research tend to lessen the role of family tradition in entrepreneurial decision, and attach more importance to non-familial contributing factors as the driving force for individuals to become entrepreneurs.

In summation, the cultural view of ethnic entrepreneurship, as found in this study is consistent with other studies and can operate as a decisive pull factor to become an entrepreneur.

Selective Migration: The idea of the selective migration approach, as used in this study, is to understand the influence of human capital resources on start-up decisions. These resources include material and cultural components, such as knowledge, skills, experience, values and attitudes, which are part of the group idiosyncrasies. Entrepreneurial decisions and how these are undertaken could, therefore, be influenced by the number of resources available to the migrant entrepreneur.

Fundamentally, the underlining idea is to explore and understand how the motivation of entrepreneurs' business entry decisions has been influenced by the respondents' human capital, which is part of the group's distinctive or peculiar feature. As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, there is no evidence of a high level of material resources.

Undoubtedly, this study found that the various respondents had enough human capital to start their business. Their human capital, from the perspective of this study, could be measured in terms of their education, professional skills and experiences. This enabled them to increase their

productivity in a wide range of activities. This is seen clearly in the following account:

“... Ah... eh... My educational background, well, I am an engineer by profession. To be precise, mechanical engineer and if I have to go further, I majored in production, and that is my academic background anyway... Yes, so much, eh... we the engineers we always believe that once you are an engineer, that there is nothing that you cannot do and we always look engineers to be the manager of every profession from A-Z. The engineering background prepares you, prepares you to be so skilled that you can excel in every aspect of life. Today, I have a logistics outfit, it is not because I studied it, it is because the way I am being trained as an engineer prepares my mind and I have a very strong base to follow the direction I want to go and that is why I am able to do what I am doing today...” (Excerpt 3: 21 – 25).

Consistent with Lofstrom and Wang (2007) and Robles and Cordero-Guzman (2007), this study found that in terms of selective migration theory, the ethnic minority migrant educational background, professional experience and related skills are all influential in the motivation of entrepreneur business entry decisions.

6.3.2 Conclusion and summary of pull factors influencing the entrepreneurial decision making.

Entrepreneurial decision, as found in this study, accepts many of the established thoughts on the pull factors, which draw an individual to start a new venture. From the theoretical sample included in this study, entrepreneurial decision was perceived as an opportunity to respond to the economic opportunity provided by the host country.

Pull motivating factors, as found in this study also come in various forms and these include:

- Financial success
- Self-realisation
- Recognition
- Innovation
- Independence
- Approval needs

- Personal advancement
- Improved well-being
- Following role model

Irrespective of the various roles played by each of these factors in explaining entrepreneurs' business entry decisions, there is general agreement among respondents that pull motivational factors are dominant motives in explaining business start-up. Figure 13 below summarises this research findings on the pull factors influencing entrepreneurial business entry decision making.

Figure 13: Summary of Pull Factors Influencing Entrepreneurial Decision Making

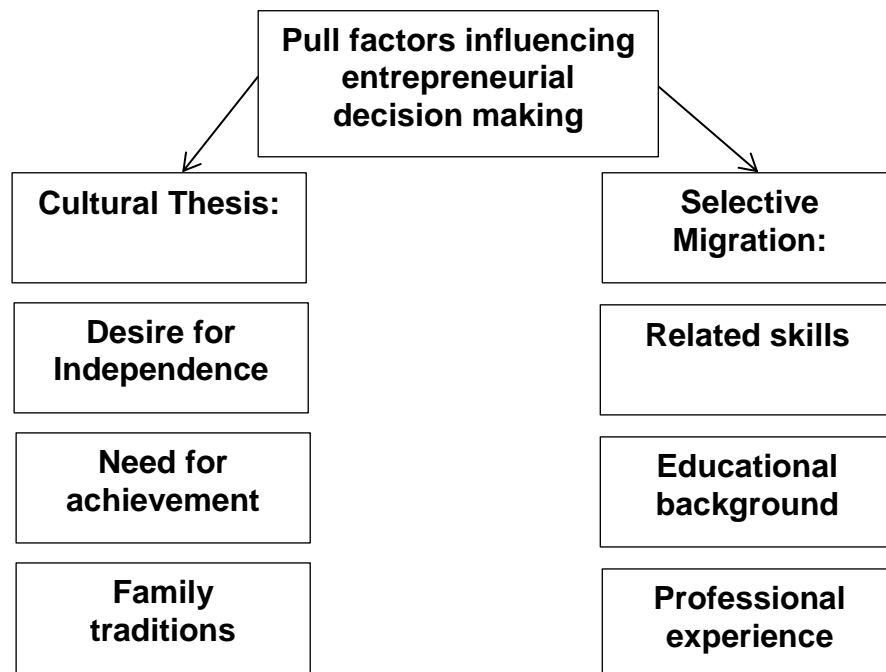


Figure 13 above, was adapted from the findings of the qualitative interview, in terms of code pattern for cultural thesis and selective migration approach, from the pull motives influencing the entrepreneurial decision making. As found in this study, pull motivational factors are the dominant motive for explaining business start-up with the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

6.4. Selection of patterns and research findings on push related factors influencing entrepreneurial decision-making.

Push factors encompass immigrants who are compelled by negative circumstances and situations to enter self-employment (Rubach et al. 2015). The most noticeable patterns associated with these themes in the respondents' narratives are as follows:

- Middleman Minority Theory
- Disadvantage Theory

Middleman Minority Theory

The Middleman Minority approach to entrepreneurial decision refers to self-employed immigrants who serve as intermediaries between their community and the host economy. This offers the former access to services and products not directly available from the latter. The most outstanding patterns in the respondents' narratives, which are associated with this approach, are: block mobility, group network and sojourner mentality.

Table 16 below, reflects each pattern and summarises their identification within the qualitative in-depth interview and is followed by a discussion of the findings.

Table 16: Middleman Minority Thesis

Interview Number	Block mobility	Group network	Sojourner mentality
R 1	Yes	Yes	Yes
R 2	No	Yes	No
R 3	No	Yes	No
R 4	Yes	Yes	No
R 5	Yes	Yes	No
R 6	Yes	No	Yes
R 7	Yes	Yes	No
R 8	Yes	Yes	No
R 9	Yes	Yes	No
R 10	No	Yes	Yes
R 11	Yes	Yes	Yes
R 12	Yes	Yes	No
R 13	Yes	Yes	No
R 14	Yes	Yes	No
R 15	Yes	Yes	No
R 16	Yes	Yes	No
R 17	Yes	Yes	No
R 18	Yes	No	No
R 19	Yes	Yes	No
R 20	Yes	Yes	No

Block mobility: Immigrants may be shut out of more stable or lucrative jobs, resulting in fewer options for generating income. The propensity of immigrants, therefore, to turn to self-employment is influenced substantially by opportunities in the economic environment. Therefore, a key driver in entrepreneurial decision, as shown in this research, is access to social and economic opportunity structure in the host country. Consequently, the business entry decision could be seen as a protective strategy from discrimination and hostility in the host country. Block mobility, as found in this study is influential in entrepreneurial decision.

Group network: Entrepreneurial decision is driven by an understanding of the needs of the local community and the ability and possibility of trading with like-minded individuals, using the same language and social convention, from the country or region of origin.

All the research respondents alluded to the fact that they could communicate in their various ethnic dialects, English and the German languages. This ability to communicate clearly, verbally and non-verbally, understanding the nuances of business transaction and agreement, was considered as a major factor in entrepreneurial decision.

Moreover, through shared immigration experiences, the motivation of an entrepreneur's business entry decision is based on the perceived support, solidarity and the belief that individuals in the community will purchase their products because they decide to supply the products.

Sojourner mentality: The individual starts a business with the intention of staying only for a temporary period in the host country, accumulating as much capital as possible and then transferring back to the country of origin or a new destination. Therefore, migration and self-employment decisions are closely linked, and the decision to start a business is basically driven by the mindset of taking it elsewhere, once the opportunities in the destination are thought to have been exploited. This pattern, however, only has a little influence on entrepreneurial decision. Indeed, within the context of this study, there were only four references found to be staying temporarily and starting a business with a limited horizon.

Disadvantage Theory

The Disadvantage Thesis focuses on business entry decisions of the ethnic minority migrant, as a result of the significant disadvantage they encountered in the host country upon arrival. The salient patterns, selected from the respondent's narratives, in line with this approach are: discriminatory policies, forced redundancy and unemployment. Table 17 below, reflects each pattern and summarises their identification, within the qualitative in-depth interview. This is followed by a discussion of the findings.

Table 17: Disadvantage Thesis

Interview Number	Discriminatory policies	Forced redundancy	Unemployment
R 1	Yes	Yes	Yes
R 2	Yes	No	Yes
R 3	Yes	Yes	Yes
R 4	Yes	No	Yes
R 5	Yes	No	Yes
R 6	Yes	No	Yes
R 7	Yes	No	Yes
R 8	Yes	No	Yes
R 9	No	No	No
R 10	No	No	No
R 11	Yes	No	Yes
R 12	Yes	No	Yes
R 13	Yes	No	Yes
R 14	Yes	No	Yes
R 15	Yes	No	Yes
R 16	Yes	No	Yes
R 17	Yes	No	Yes
R 18	Yes	No	Yes
R 19	Yes	No	Yes
R 20	Yes	Yes	Yes

Discriminatory policies: Individuals of ethnic decent, as exemplified in this study encounter serious structural limitations in entering the labour market. As a result of these structural limitations, which manifest in the form of discrimination and marginalisation, some respondents, as noted in this piece of research are pushed into self-employment. As found in this study, these factors are influential and are to be considered amongst other factors in making entrepreneurial decision.

Forced redundancy: The individual has a real or perceived experience of being discriminated against because of ill-health. This leaves self-employment as the only viable alternative. There was only one reference found to starting a business as a result of forced redundancy. However, forced redundancy as found in this piece of work has only a minimal impact

on entrepreneurial decision, and can be considered amongst other factors in entrepreneurial decision.

Unemployment: Entrepreneurial decision is an alternative to unemployment. Moreover, given that the individual does not have verifiable references in the host country, there is the perception that, trying to find a job is a waste of time and effort as observed in this work. The individual simply decides to start a business, thereby, avoiding structural limitations, faced in the host country. The results of this study indicate that it is an influential factor, to be considered amongst factors in entrepreneurial decision.

6.4.1 Analysis and discussion of push related factors influencing the entrepreneurial decision making.

In terms of push factor, the Middleman Minority and the Disadvantage Theories explain ethnic entrepreneurship as fallout from structural inequalities in the labour market that affect minority groups (Boyd 2000; Volery 2007; Hedberg and Pettersson 2012). However, there are important elements of this theory that can be applied to the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

The next step in this study is to analyse the interview transcript, in order to identify the basic patterns from each of these theories, so as to have an insight into the core drivers of entrepreneurial decision. Excerpts from the interview were used as examples to illustrate some of the findings.

Middleman Minority Theory: The core distinguishing characteristic of middleman minorities (Bonacich 1973) is the tendency to be sojourners, who is planning to return to their country of origin when their missions are accomplished in the host country.

As in the case of this study, this implies that most of the research respondents see their current situation as temporary and are constantly preparing for the next move to a different destination or back home. Sojourning mentality, consciously or unconsciously, was common among

some respondents interviewed and few indeed expressed clear views of sojourning. A few examples include:

Excerpt 1:9-10

“... I really do not have a future plans to stay permanently. I must go back to my country”.

Excerpt 6: 26

“... Well, for now because of my children, eh... it is still so early to start thing about whether I want to stay here permanently or I want to go back. But definitely, visiting is compulsory and I have a life here in Germany and I also have a life in Nigeria so I am part of both countries. That is what I can say...”

The middleman minorities, as argues by Volery (2007) sometimes abandon their plans to return to their country of origin, transitioning from sojourners to settlers, and incline to become more integrated into the host society. Nevertheless, the sojourner attitude of immigrants, according to Smith et al. (2012) and Khosa and Kalitanyi (2015), motivates the minority migrant entrepreneurs into entrepreneurial activities that allowed them to survive and avoid direct competition with native majority group members. Such entrepreneurs, as found in this study, have strong ethnic ties with their home country.

Another pattern, which relates to the Middleman Minority approach, is that of intergroup network and solidarity. The ethnic entrepreneur in line with this pattern keeps their original custom and tradition, and in most cases uses their native language to communicate with some of their customers; to manage and distribute resources, through informal and formal networks (Silva 2013).

The migrant community takes on very transient objectives, and uses communal solidarity to manage the distribution of resources, via formal and informal networks. This manifests itself in employment and trade contracts, low interest loans, training and partnerships between members of the community. The underpinning idea is to reinforce the ties, and extend them,

in preparation for further moves. Solidarity is also an effective way to control who supplies a particular product or services, especially when the market is limited to the community itself (Bonacich 1973).

As exemplified in this study, the independent retail business owners and managers interviewed attached great importance to solidarity, in terms of being a factor in their entrepreneurial decision-making process. Through shared immigration experiences, the motivation of an entrepreneur's business entry decision, as noted in this research, is based on the perceived support, solidarity and the belief that individuals in the community will purchase their products, because they decide to supply the product. The emotion expressed in conveying these issues is typified in the following instances:

“... What motivates me generally is anything I do is that when I discovered that the services I have rendered is being appreciated by those I rendered the services to, each time your client will call you Oh! What you did, it came safely and the goods are in good condition, I will tell somebody to call you and if I see somebody coming towards your area, I will let him know that you are there and that you can do it very well, please keep it up. It motivates you to and it makes you to put in more time to modify certain things to make sure that that the client are happy. In fact the major motivation is when you discovered that people are happy for the services you rendered and it gives you more strength to do more...” (Excerpt 3: 62-63).

This observation is consistent with Castel (2010), who argues that social networks can have a substantial leverage on entrepreneurial activity. Potential immigrant entrepreneurs achieve business start-ups by activating connections with others of a similar ethnic background in the chosen destination. Group network and solidarity, as found in this study, are influential in the motivation of entrepreneurs' business entry decisions.

Another core factor in terms of middleman minority theory is hostility from the host society. The host hostility can be real or perceived, and it can be a key determinant in the temporary nature of migration (Silva 2013). As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, there seems to be some

evidence of discrimination from the host society. Whether this hostility is based specifically on experiences in Germany was not possible to examine in this study. The following extracts, provide a typical account of the ways in which some of the research respondents represented this feeling:

“... We overcome these challenges. Definitely, aha... Germans are Germans... There are areas Germans... ah... will not patronize your business and there are areas too you have some difficulties in convincing them. You just have to do things your own way... Every people have their own culture. Culture is the way and manner people decides to live. It affects you wherever you are, the best thing is to try to grow above it and do your own business and that is what we are doing...” (Excerpt 2: 39-48).

“... I have an African background that is clear, it is also clear to me that you do not expect a society that does not have your race in the system for a long time to accept you within a short period...It takes time... what happens at the initial time is this issue of not knowing you, but if you have been able to establish yourself and they know that you can also render the services, then the idea of racism is gone...” (Excerpt 3: 126-137).

“... Initial experience – culture shock, it is normal with every foreigner, additionally we had as English speaking Africans what we called the language shock, and with problems here... Trying to adjust to the language, culture and all that and eh eh eh it was really really difficult and again...we were able to overcome them with time...” (Excerpt 12: 40-43).

As indicated in the narratives, some of the respondents felt that they were openly rejected in the labour market, but this does not deter them from establishing social links with the mainstream group and other ethnic group. However, middleman Minority patterns provide an explanation for entrepreneurial decision-making that fits, to a certain extent the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

As the migrant community started growing businesses, such as travel agencies, clothes shops, specialised foods and restaurants, several other types of services became more prevalent in the area. Whether this is a positive or negative aspect of entrepreneurial decision-making depends on the circumstances that influenced the decision.

Disadvantage Theory: Another theoretical approach that provides support for the idea of a ‘push’ into entrepreneurship is disadvantage theory. This school of thoughts, views entrepreneurship, as an alternative to unemployment and unfavourable factors (Nestorowicz 2011). As in the case of this research, there were three main patterns analysed in the narratives: discriminatory policies, forced redundancy and unemployment. These three patterns were found in almost all of the narratives and were mentioned as drivers of entrepreneurial decision-making.

In terms of perceptions of discrimination, research on the subject indicates that migrants with limited human capital, tend to bypass the process of looking for jobs in the formal labour market, and enter self-employment in sectors with lower barriers to entry (Silva 2013). This eliminates or reduces the possibility of being rejected, and the anticipation of a possible discrimination of any kinds makes alternative decisions more straightforward.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, there were several comments within the interviews that seem to confirm this point:

“... When I came to Germany the chances of getting a Job as a black man and the chances and the progress I could make as being self-employed is not the same. I choose to practice what I learned at home before... Yes. That is right” (Excerpt 2: 28-34).

As shown in this research, there were various references to the second pattern examined in terms of forced redundancy, occasioned by ill health. Although there are no rules in Germany that would discriminate against individuals because of their ill-health, a few of the respondents felt that they were restricted in the type of jobs and economic activities they could undertake. There were several comments as illustrated in this piece of work, which seem to confirm this point:

“... Oh... that is something... it is not complex; I would say that it is very hard for me to really say how it really came about... I missed or I was fired from my business where I was a supervisor... for a period of time due to my health problem... Yes, because of this health problem of

this health problem, I could not find jobs anywhere... but because I could not work anymore I decided to find...” (Excerpt 20: 47-52).

The findings of this research tend to confirm Fray’s (2014) views, that entrepreneurship, as it stands, is seen as providing economic and social mobility for immigrants who are not given opportunities in the open labour market.

Unemployment, the third pattern analysed under disadvantage theory, looked at those structural barriers, which prevent migrants from competing on the job market in equal terms with the locals. As determined in this piece of work, there were several comments within the interviews that appear to confirm this point:

“... I have one or two reasons for that... one of the reasons is that I looked for job for sometimes I could not get the type of job I was looking for... I now changed my attention to doing business since... I was doing business back home. This led me.....” (Excerpt 15: 31-38).

One of the barriers as reflected in the respondents’ comments was the lack of proficiency in the destination country’s language. This was identified as a major cause for having the impression that they would not be able to compete against locals or other migrants in the market. Without the much needed communication skills, migrants often tend to be the last ones considered for any job requiring a minimum level of communication skills. The jobs available to them are only those offering low wages and with very limited possibilities to demonstrate their knowledge and skills (Kloosterman 2000).

This can be perceived by migrants as discriminatory and makes them feel that job market is blocked for them. Entrepreneurship is then a valid alternative, offering maybe an even higher income for an activity, in which they do not feel, discriminated against. In terms of the narratives, one of the respondents had the following to say:

“... Initial experience – culture shock, it is normal with every foreigner, additionally we had as English speaking Africans what we called the language shock, and with problems here... Trying to adjust to the

language, culture and all that and eh eh eh it was really, really difficult and again, we that God we were able to overcome them with time” (Excerpt 12: 40-43).

The disadvantage thesis, therefore, provides a theoretical perspective that supports push motives in business entry decisions, and as found in this study, most immigrants have significant discriminatory and disadvantage issues inhibiting them on arrival and steering them into entrepreneurial activity.

6.4.2 The conclusion and summary of this research finding on push related factor influencing entrepreneurial decision.

Push factors suggest that immigrants seek self-employment as a flip side to unemployment, rather than economic independence. The entrepreneur is undertaking entrepreneurial activities because of a lack of other choices.

Consequently, such business entry motivation is necessarily related to survival mechanism. This is especially true for those from developing countries, such as the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

The salient patterns selected from the respondent's narratives are: block mobility (R1, R4, R5, R6, R7, R8, R9, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20), group network (R1, R2, R3, R4, R5, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R19 and R20) and sojourner mentality (R1, R6, R10 and R11), discriminatory policies (R1, R2, R3, R4, R5, R6, R7, R8, R9, R12, R13, R14, R15, R16, R17, R18, R19 and R20), forced redundancy (R1, R3 and R20) and unemployment (R1, R2, R3, R4, R5, R6, R7, R8, R9, R12, R13, R14, R15, R16, R17, R18, R19 and R20) .

Figure 14 below, however, summarises this research findings on the push factors influencing entrepreneurial business entry decision.

Figure 14: Summary of Push Factors influencing Entrepreneurial Decision Making

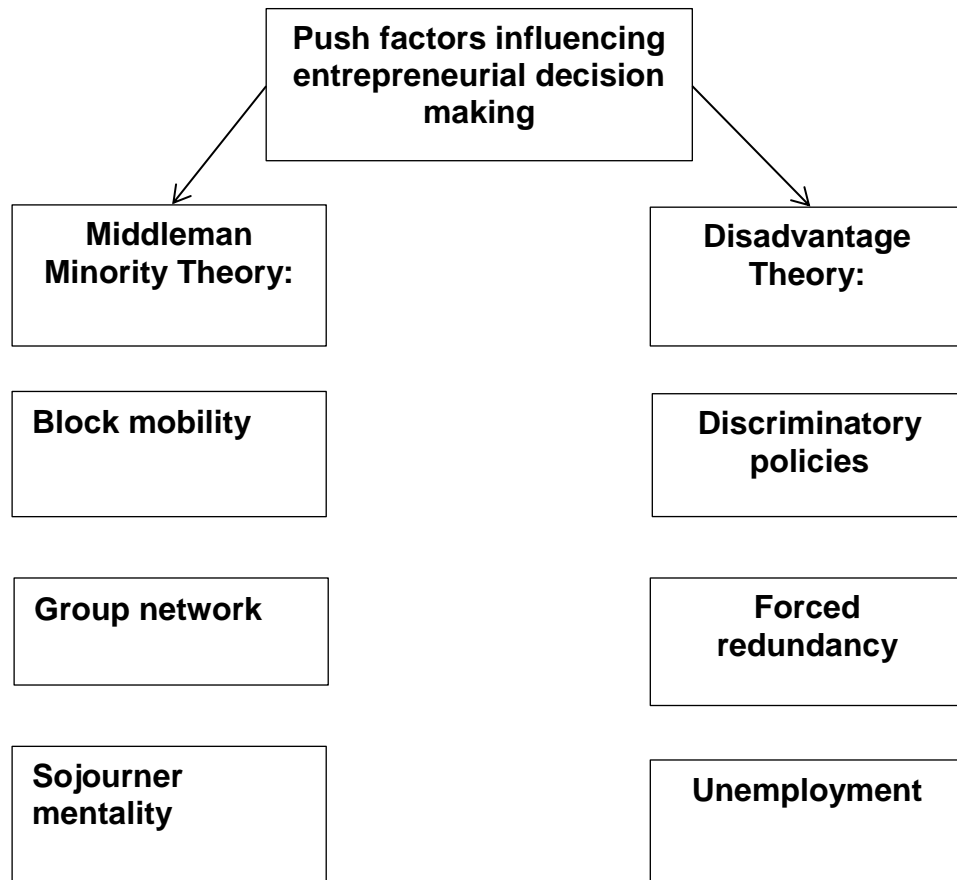


Figure 14 above was adapted from the findings of the qualitative interview, in terms of coded pattern for middleman minority and disadvantage approach, from the push motives influencing the entrepreneurial decision making. The push motives, as found in this study, are dominant motives for explaining the motivation of entrepreneurs' business start-up decision, within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

6.5. Selection of patterns and research findings on mixed related factors influencing entrepreneurial decision-making.

The third approach, relates to mixed motives influencing the entrepreneurial decision making. This approach focuses on the behavioural traits derived

from family, cultural and social environments that influence the individual business entry decision (Silva 2013).

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the most outstanding patterns derived from this approach are:

- Mixed embeddedness
- Interactive thesis

Mixed Embeddedness

Entrepreneurial decision, from this perspective is driven by both the economic constrain within the enclave and the nature of product and services that the ethnic minority entrepreneurs are able to provide to the community. As in the case of this study, business opportunity, migrant enclave and market accessibility, are the salient patterns, identified in the respondents' narratives associated with this perspective.

Table 18 below, reflects each pattern and summarises their identification within the qualitative in-depth interview. A descriptive analysis of the patterns is summarised and followed by a discussion of the findings.

Table 18: Mixed Embeddedness

Interview number	Business opportunity	Migrant enclave	Market accessibility
R 1	Yes	Yes	Yes
R 2	Yes	Yes	Yes
R 3	Yes	Yes	Yes
R 4	Yes	Yes	Yes
R 5	Yes	Yes	Yes
R 6	Yes	No	Yes
R 7	Yes	Yes	Yes
R 8	Yes	Yes	Yes
R 9	Yes	Yes	Yes
R 10	Yes	Yes	Yes
R 11	Yes	Yes	Yes
R 12	Yes	Yes	Yes
R 13	Yes	Yes	Yes
R 14	Yes	Yes	Yes
R 15	Yes	Yes	Yes
R 16	Yes	Yes	Yes
R 17	Yes	Yes	Yes
R 18	Yes	No	Yes
R 19	Yes	Yes	Yes
R 20	Yes	Yes	Yes

Business opportunity: The propensity of entrepreneurial activities, by immigrants, as a platform of social mobility and absorption into the host country, are determined substantially by the business opportunities offered by the economic environment. As found in this study taking advantage of the business opportunities offered by the economic environment was an important consideration in entrepreneurial decision.

Migrant enclave: Entrepreneurial decision could be driven by the availability of human, financial and capital resources exclusively to the enclave. The individual therefore makes a self-employment decision in order to satisfy the needs of the clients within an enclave. This was an important consideration for a number of respondents interviewed.

Market accessibility: Self-employment decision is based on the opportunity to sell unique product and services that offers greater value to both the

migrant enclave and the mainstream economy. The possibility of selling product and services to members of the Nigerian community in Nordrhein-Westfalen, Germany, was an important consideration in an entrepreneurial decision since the gap in demand was known and understood given their cultural affinity.

Interactive Theory

The selection of pattern in interactive theory is fundamentally based on the fact that entrepreneurial decision depends on the interaction between group resources and the opportunity structures. These elements create the much needed incentives and strategies that an ethnic entrepreneur has to implement in order to create a viable enterprise in the host country.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the noticeable patterns identified in the respondents' narratives are: market condition, ownership access and niche business. Table 19 below, reflects each of these patterns and summarises their identification within the qualitative in-depth interview.

Table 19: Interactive Thesis

Interview number	Market condition	Access to ownership	Niche business
R 1	Yes	Yes	Yes
R 2	Yes	Yes	Yes
R 3	Yes	Yes	Yes
R 4	Yes	Yes	Yes
R 5	Yes	Yes	Yes
R 6	Yes	Yes	Yes
R 7	Yes	Yes	Yes
R 8	Yes	Yes	Yes
R 9	Yes	Yes	Yes
R 10	Yes	Yes	Yes
R 11	Yes	Yes	Yes
R 12	Yes	Yes	Yes
R 13	Yes	Yes	Yes
R 14	Yes	Yes	Yes
R 15	Yes	Yes	Yes
R 16	Yes	Yes	Yes
R 17	Yes	Yes	Yes
R 18	Yes	Yes	Yes
R 19	Yes	Yes	Yes
R 20	Yes	Yes	Yes

Market condition: The entrepreneurial decision is based on the market opportunity to fill in a vacancy of supplying a particular product or service to the community. It is not necessarily the one in which the immigrant has expertise on, but the one in which the immigrant will have a market within the immigrant enclave. As found from the respondent's narratives, entrepreneurial decision is based on the need to take advantage of the market condition within the enclave.

Access to ownership: The individual makes the decision to start a business because there is a vacancy within the enclave, which needs to be filled and they have experience at some level, with the same or similar type of activity. As found from the respondent's narratives, entrepreneurial decision, therefore, is based on the need to fill the vacancy within the enclaves, as a result of varying experiences the individual had with the same or similar type of business activities.

Niche business: Ethnic market niche refers to a given product or services, which are to an exceptional degree appealing to a notable ethnic community (Toussaint-Comeau 2008). As found from the respondent's narratives, entrepreneurial decision is based on the need to supply a given product or services which are particularly appealing to a specific ethnic community.

6.5.1 Analysis and discussion of mixed related factors influencing the entrepreneurial decision

The third approach relates to mixed motives influencing entrepreneurial decision. The mixed related factors, pays particular attention on behavioural traits derived from family, cultural and social environments, which influences the individual business entry decision (Silva 2013). Entrepreneurial decision making process, in line with this approach, therefore, requires the individual to identify core opportunities and the much needed resources.

However, there are important elements, of this theory, that can be applied to the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, as core factors influencing the individual business entry decisions. The next step, in this study, is to analyse the interview transcript in order to identify the basic patterns from each of these theories. Excerpts from the interview were used as an example to illustrate some of the findings.

Mixed Embeddedness: This viewpoint argues for a constant interplay between structural and cultural explanations, and where social structures and market demands, provide opportunity structures within which immigrants can create entrepreneurship, while mobilising their ethnic resources (Kloosterman and Rath 2003). The decision to start a venture, therefore, is the product of both social and cultural backgrounds and how these relate to the destination's social and economic situation.

One of the central components in mixed embeddedness (Kloosterman and Rath 2001) is the existence of business opportunities for migrants to start-up their ventures. These opportunities are created by the destination market's

institutions, such as start-up regulations, available benefits to migrants, employment regulations and so on.

These business opportunities, as in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, are to be found in a market where migrant entrepreneurs have to find resources and sell their products and services, as is the case with the Nordrhein-Westfalen region in Germany.

Overall, all the respondents interviewed in this study, agreed that the Nordrhein-Westfalen region in Germany offered them the opportunities they needed because of the size and diversity of the region. The following quote demonstrates this perspective:

“...Looking at it from the point of how I started...I happen to be in a city where today, it has the biggest car market in Europe,... and this is a city where you have the greatest market for that so it was easier for the customers who acquires these vehicles from this state where I am especially in this city to come to me than going to people that are in other cities where they need to spend so much money on transportation to get to the company that will take care of logistics, picking it up from the point of purchase to the next point of transit is easier to take place here in Essen than in any other city that is a little bit away from the biggest car market... being self-employed is not just a decision one gets up one day and take, it comes, and when it comes, what is important is for you to identify that this is the opportunity that it has come for you to do it, I have worked also before, but it came to a point where I discovered that these possibilities were just roaming around me that is something I can do..” (Excerpt 3: 31-46).

“... I moved my business over here in Essen because I realised the potential Essen had, luckily it became one of the cultural city of Europe in 2010, but before them, I came to realise that we have a central marketplace here... Sorry... an open marketplace, a kind of free market where people can buy cars...Where people from the Eastern bloc here in Europe, internationally from Africa as well...Very right” (Excerpt 2: 20-26).

In this study, the concentration of migrants within geographical areas has been found to provide market opportunities. Thus, knowledge of the enclave environment may facilitate the development of entrepreneurial opportunities,

which is recognised as a key element in the formation of a new business (Braymen and Neymotin 2014).

As in the case of this research respondent, it was observed that staying in the Nordrhein-Westfalen region in Germany enables them to sustain a competitive advantage over native and other migrant groups. This emotion is clearly expressed by respondents R 13:

“... The motive why I came to Oberhausen is because I believe they have a lot of blacks in Oberhausen that is why I am based in Oberhausen. They have a lot of blacks in...” (Excerpt 13: 16-17).

Through this cluster, an ethnic entrepreneur is interlinked to form business networks, employs members of their co-ethnic community and serves mainly co-ethnic customers. This concentration, in terms of embeddedness, is meant to improve the fortunes of businesses in the migrant community, enhancing the potential for growth and inclusion into the mainstream economy.

However, this has not been the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. The type of business, scale of activities and the ultimate goals of the entrepreneurs are not geared towards long-term growth. However, the concentration of resources was considered a key element of the decision-making process of business formation:

Excerpt 6: 50-62

“... I am into event management. As it sounds, it has to do with events, on a special area – Africa... Ah... Generally, in this part of Nordrhein-Westfalen, our African Specialty is not so open. I am trying to showcase Africa... African food, African culture, African music, what it is... the core African value, what makes us different... And again, because of the integration issues, I found out that you get a lot of support to carry on, people here are opened up to new ideas, new things, it is very interesting for the people... Yes. Through events... Ya”.

Furthermore, the opportunities offered by the prevailing environment in the host society consequently have a strong influence on the motivation of an entrepreneur's business entry decision. These opportunities are found in an

accessible market, where they can sell special goods and services: goods and services that are in line with the taste and preferences of the customers are offered, and this enhances trust and solidarity from co-ethnics. The following excerpts are typical of this perception:

Excerpt 3:62-63

“... What motivates me generally is anything I do is that when I discovered that the services I have rendered is being appreciated by those I rendered the services to, each time your client will call you Oh! What you did, it came safely and the goods are in good condition, I will tell somebody to call you and if I see somebody coming towards your area, I will let him know that you are there and that you can do it very well, please keep it up. It motivates you to and it makes you to put in more time to modify certain things to make sure that that the client are happy. In fact the major motivation is when you discovered that people are happy for the services you rendered and it gives you more strength to do more”.

In general, migrant business as observed in this study is influenced by the migrant community, in order to satisfy its specific needs for products or services. This process is made easier when migrant groups live in geographically concentrated areas (enclaves). Despite being widely recognised, this theory (Silva 2013) is insufficient to explain the decision-making process, which leads to business formation.

Interactive Model: One exposition for immigrant entrepreneurship emphasises the synergy between the opportunity structure of the host society, and the group distinguishing characteristics and social structure of the immigrant community (Rubach et al. 2015).

Therefore, an opportunity emerges from the development of ethnic entrepreneurship from the specific needs and taste which only co-ethnics can satisfy. The ethnic group or people can take advantage of the resources provided by their cultural traditions and ethnic social networks to soften and lessen the disadvantages they face in the host society (Waldinger et al. 2006).

Exemplified by this study, one of these patterns identified in the respondents' narratives is a market condition, which is, the existence of the right market conditions for the formation of migrant businesses. This goes beyond the idea of the creation of opportunities, as discussed in mixed embeddedness above. The Interactive model, deals with this in terms of consumers (recent migrants) in a new destination market, demanding specific products and services, which relates to their particular needs.

As in this example of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the interviewees confirmed that there was a ready-made demand for such products and services, in addition to the necessary information on the processes and resources to meet such demand. There is no doubt that the right market condition is one of the identified patterns, as stated above.

Ethnic entrepreneurship, as determined in this study, is influenced by the need to satisfy a specific need and provide services within the migrant community. This process is somewhat facilitated by the existence of migrant enclaves. Consumers in a new destination demand special goods or products, which can only be supplied by co-ethnics. Any business capable of supplying those products will take advantage of this specific situation for profit purposes. In this study, a few respondents alluded to this factor as being one of their major influences of their business entry decision.

Excerpt 1:21-26

“... Because I lived here and a lot of blacks and foreigners lived in Essen... I am into ehm... Lebensmittel... Lebensmittel, Supermarkets, Afro Shops, food items, telephone cards”.

Although some migrant from the Nigerian community in Nordrhein-Westfalen, Germany, may have been predisposed against self-employment, their entrepreneurial efforts as evidenced in this study would have been determined by their need to take advantage of the resources and opportunities available within the migrant enclave. The opportunity structures

of the Interactive Model also relate to the types of businesses that may be supported by the markets in ethnic enclaves.

As this study has shown, the decision to start a business is based on the identification of an opportunity to supply products and services within the migrant enclave, which will be beneficial to the individuals in the migrant community. Such businesses rely on the individual's skills and abilities and can be run by an owner/manager who is fully independent.

Another significant pattern of the interactive model is the access to ownership of businesses in order to exploit existing business opportunities. This is defined by the number of opportunities created in an economy through social progress, competition from locals and other migrant groups, and the legal requirements to set-up a business (Waldinger et al. 2006).

Ethnic and migrant businesses, according to Silva (2013), tend to emerge at the neighbourhood level as a result of natural succession. As locals (or long established ethnic minorities) find better career prospects, they abandon areas and occupations that are not compatible with their social aspirations.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, the business opportunities seem to have been determined, by those activities that have become vacant of 'native' entrepreneurs. They have consequently been able to find niches where their business sector could flourish.

In Germany, the institutional environment is indeed much more conducive to sustainable business development. Various programmes have been initiated, in order to support immigrant entrepreneurs. As this piece of work illustrates, this may also have a positive influence in the self-employment decision. One of the Nigerian community's owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, who took advantage of such a training programme, made this particularly clear:

“In the first case, before I started my business, I went to a course here they called “selbständigkeit” – self-employment possibility.... Self-

employment programme assistant from the government. It took a scope of six months and I eh... had the write up of what I want to do in African which was presented to Bank and the Bank did not listen, the government decided to support me for one year before I was able to stay on my foot..." (Excerpt 10: 51-53).

The findings of this research point out that, the ability of the respondents to provide unique products and services, which satisfied the demands of the community and take advantage of specific market condition is one of the core motivations of an entrepreneur's business entry decision. The various respondents confirmed that there is a demand for such products and services, as well as the much needed information on the processes and resources to meet them.

In line with Waldinger et al. (2006) interactive model, conceptualising the Nigerian community small business entrepreneurs as one who takes advantage of ethnic resources like cultural values and family labour is possible. The emergence of niche market provides a business opportunity to supply the products and services to the migrant enclaves. The probabilities of independent retail business expansion are, however constrained critically by competing for both resources and markets within the enclave economy (Basu et al. 1999).

Following up on the foregoing knowledge, this research finding on mixed factors influencing self-employment decisions is coherent with extant literature on migrant social networking that have increased the formation of minority migrant businesses in three main schema:

- The supply of labour and customers from co-ethnics within the geographical enclaves and with an in depth understanding of the processes.
- The reliant on co-ethnics, family and extended family contacts in supplying information on business opportunities, resources, products and markets.

- Provision of the much needed support, especially when the small business entrepreneurs cannot access the mainstream financial support and aid (Light et al. 1993).

This study found that in terms of mixed motives, the interactive model provides a theoretical perspective that supports business entry decisions. This key result is consistent with the existing literature in ethnic entrepreneurship.

6.5.2 Conclusion summary of mixed factors influencing the entrepreneurial decision making

Mixed motives focus on the distinguishing behavioural qualities, derived from family, cultural and social environments that influence the individual business entry decision. The various issues identified under mixed motives are: Mixed Embeddedness and Interactive Model.

The salient patterns selected from the respondents' narratives in line with this approach are: Business opportunity: (R1, R4, R5, R6, R7, R8, R9, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20), Migrant enclave: (R1, R2, R3, R4, R5, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R19 and R20) and Market accessibility: (R1, R4, R5, R6, R7, R8, R9, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20), Market condition: (R1, R2, R3, R4, R5, R6, R7, R8, R9, R12, R13, R14, R15, R16, R17, R18, R19 and R20), ownership access: (R1, R4, R5, R6, R7, R8, R9, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20) and niche business: (R1, R4, R5, R6, R7, R8, R9, R11, R12, R13, R14, R15, R16, R17, R18, R19 and R20). Figure 15 below, however, summarises this research findings on mixed factors influencing entrepreneurial business entry decision making.

Figure 15: Summary of Mixed Factors influencing Entrepreneurial Decision Making

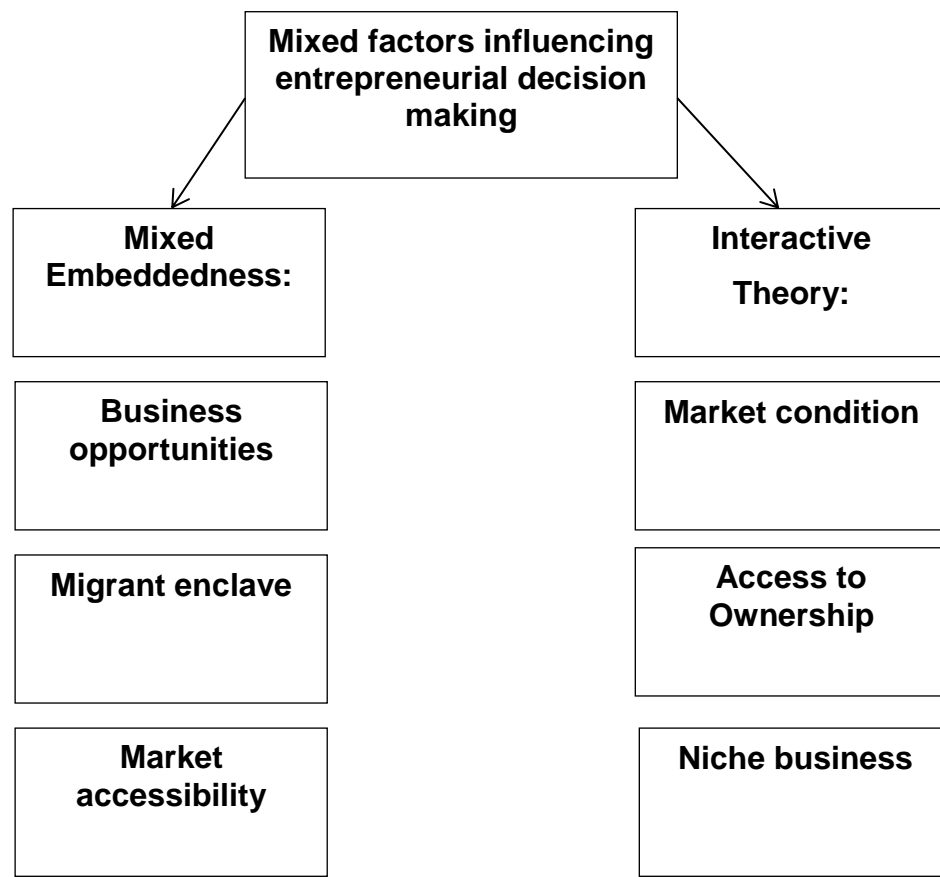


Figure 15 above, was adapted from the findings of the interview in terms of code pattern for Mixed Embeddedness and Interactive Approach, from the mixed motives influencing the entrepreneurial decision making. The mixed motives as found in this study are dominant motives for explaining business start-up within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

6.6 Generational Issues

The issues discussed under generational plans include succession planning and generational aspiration. The reason for their inclusion is to develop a final theoretical sample that will cut across core issues for independent retail business, perceived areas for business failures, diversification opportunity, business sector exit and dynamic impetus for entrepreneurial activities.

6.6.1 Succession planning

The vital role of business succession planning in ensuring the success of any business has been stressed in most literature on family business (Brockhaus 2004). Business succession planning is the transfer of a business as a result of the owner's wish to either retire or leave the business for some other reason. Hence, successful business successions could result in a continuation of the business, at least in the short term (Martin et al. 2002; SBS 2004).

Table 20 below, reflects this research findings on succession planning and is followed by a discussion of the findings.

Table 20: Succession Planning

Interview Number	Migrant Generation	Business Generation	Succession plans	Business aims for the future
R1	1 st	1 st	Formal succession planning in place. Planning to hand over to the wife.	Develop a family business.
R2	1 st	1 st	Formal succession planning in place. Children will make up the mind when older.	Develop a family business.
R3	1 st	1 st	Formal succession planning in place. Develop wider business activities. Children will make up the mind when older.	Develop a family business.
R4	1 st	1 st	Formal succession planning in place. Diversification.	Develop a family business.
R5	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R6	1 st	1 st	Formal succession planning in place. Business being able to run itself	Develop a family business.
R7	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R8	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R9	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R10	1 st	1 st	Formal succession planning in place. Immortalised business to outlive him. One of his children to take over the business.	Develop a family business.
R11	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R12	1 st	1 st	Formal succession planning in place.	Develop a family

			On the pipeline.	business.
R13	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R14	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R15	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R16	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R17	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R18	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R19	1 st	1 st	Formal succession planning in place. None.	Develop a family business.
R20	1 st	1 st	Formal succession planning in place. None.	Develop a family business.

6.6.2 Analysis of the findings on Generational Issues

Within the context of this study, business succession planning involves a systematic and deliberate effort towards the mentoring and replacement of key individuals or group of individuals in the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, so as to ensure continuity in leadership in key positions.

As in the case of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, there is little or no evidence of a well-polished succession plan as noted in this study. However, as shown in this research, virtually all the research respondents have a positive attitude towards independent retail business and business succession planning. The following quote provides a typical account of the way in which the research participants represented this feeling:

“... Ye... I am trying to bring my wife into it; because I sent my wife to the school to learn how to make Africans and European hair. So I believe by the time she finishes with her studies, she will take over the business... Yes” (Excerpt: 1:43 – 46).

“... Oh yes of course. Because I learnt that early in Germany way, succession of business... and by family makes the business to be immortalised. It makes it to be..... I refer to Mercedes Benz, this was a company started by two people, today it is immortal, so... talk of Opel from Rosenheim, all the business started by one person and was carried on by the family, and so the things I learnt from the Germans, I want more of one of my children to pick up my business. ... Yes” (Excerpt 10: 72 – 77).

“... Well, it is always the wish of every struggling entrepreneur to have a replacement... So... The way I am planning... it in such a way that I am giving my children the opportunity to know what I am doing. To keep everything open, they should know how the business goes, but I left it open ... I am giving them every possibility to develop the interest on their own... I do not want to tell them that you must take over; I want to provide a platform that will make them to be interested... To know what I am doing... And...eh... if they become interested, fine, that will be a good wish and I am very hopeful that God will give me the strength to develop and leave it at a very good platform where they can ...eh... Laugh. Where it will be very interesting to them... Yes” (Excerpt 3:104 - 117).

“... I would not force any of my kids into what I am doing. If any of them have interest to carry on with the business, that will be fine, my future about this business is to build it in such a way that it is going to be a corporate institution of its own that will be managed by managers, workers are definitely with some members of my family probably my wife and the defender of my child so she is interested. As the time goes on, we will see how the final decision will be taken... Yes” (Excerpt 2:35-38).

As this piece of work illustrates, while some respondents are looking forward to handing over the business to their immediate family, exposing their children to their business culture and expertise, and allowing them to develop their personal career within or outside the family business, others are thinking of creating a platform for their business to outlive them.

A recent piece of research from Scotland indicates that while some first generation businesses craves to become multi-generational family businesses, many regards the occupation as an economic driver that will allow the following generation to take advantage of a wide-ranging scope of educational and career options (Seaman et al. 2015).

However, all the vital issues necessary for an unhindered transfer are taken into consideration in business succession planning, as exemplified in this study of the critical drivers of entrepreneurship within the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. These core issues are discussed in chapter 8.2 – Family Business and Chapter 8.4 – Succession Planning.

Regardless of these claims, the entrepreneur will make a decision on plans for the future transfer of ownership or top management. For minority ethnic businesses, there is, however, evidence from Scotland that family succession may not be the primary goal (Seaman et al. 2015). As a follow-up on this chapter, the findings of the semi-structured interviews with the research respondents on ethnic strategies are presented in the next chapter.

Chapter 7 – Ethnic Strategies

7.1 Introduction

7.2 Issues identified and rationale for inclusion

7.3 Selection of Pattern and Research findings on Opportunity Structure

7.4 Selection of Pattern and Research findings on Group Characteristics

7.5 Analysis and discussion of factors influencing ethnic strategy

7.6 Key emerging Themes

7.1 Introduction

This part, explores the strategies, ethnic entrepreneurs employ to meet problems related to their independent retail businesses. Ethnic strategies emanate from the interaction between the group characteristics and the opportunity structure; adapting to the opportunities available in opportunity structure and trying to carve out their niches (Waldinger et al. 2006).

It thus reflects both the distinguishing features of the owners group and the opportunity structure within which the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, operates. These elements create the much needed incentives and strategies that an ethnic entrepreneur has to bring into play in order to create a viable enterprise in Germany.

7.2 Issues identified and rationale for inclusion

Issues identified under ethnic strategies include: opportunity structures, group characteristics, business strategy and obstacles to independent retail business development. The various themes, from which the patterns are selected, come from many of the different approaches to ethnic business strategies that have common links with these broad categories.

The reasons for inclusion are to develop a final theoretical sample that enhances the identification of the similarities and the differences in micro and larger community business approach and comprehend the obstacle to business development.

Table 21 below, shows the key comment from the qualitative data, which are typical of the research respondents' perceptions of ethnic strategies.

Table 21: Ethnic Strategies

Interview Number	Business Strategy	Opportunity Structures	Group Characteristics	Obstacles to Business Development
R 1	Good behaviour. Be nice to customer and retain their loyalty. Adapting to meet customers' trends and respond to competition. Use best resources available. Good service and attitude. Extend credit facilities to customers.	No alternative employment option. African/Ethnic Goods. Direct contact and connections to home country.	Essen seen as an opportunity to start a new business. Good contact with co-ethnics.	Increased competition and diversity of a large store
R 2	Ethnic social network. Good service and attitude. Be nice and retain customer loyalty. Co-ethnic labour. Personal saving. Cutting cost and working hard.	Foresees and senses market trend and make timely response.	Essen seen as an opportunity to start a new business. Family traits of self-employment. Good contacts with co-ethnics,	. Governmental policies. Euro zone crisis.
R 3	Vertical and horizontal expansion. Be nice and retain	Foresees and senses market trend and make timely response.	Essen seen as an opportunity to start a new business.	Governmental policies. Euro zone crisis.

	customer loyalty. Use the best deal to get best business advantage possible. Work hard to build a reputation. Being able to understand staff; creating an enabling environment for best performance.		Good contacts with co-ethnics. Ethnic social contacts.	
R 4	Be nice and retain customer loyalty. Good service and attitude.	Limited employment and career options.	Good contacts with co-ethnics. Ethnic social contacts.	Increased regulation.
R 5	Improve personal skills, knowledge and contacts. Be nice and retain customer loyalty.	Foresees and senses market trend and make timely response.	Reliance on own resources. Ethnic social contacts.	Lack of financial skills.
R 6	Cutting cost and working harder. Listen to the customer. Chat and joke with customers. Personal savings.	Foresees and senses market trend and make timely response.	The city of Neuss and the German integration policy seen as an opportunity to start a new business.	Governmental policies. Euro zone crisis.
R 7	Meet changing customers' needs. Good service and behaviour. Listen to the customer.	Business entry, guided by friends. Shop an opportunity to make money to support family and extended	Reliance on own resources after initial guidance from friends. Use family as much as possible.	Increased regulations. Threats from competition and changing customers' trend.

	Chat and joke with customers. Small gift	family.	Reliance on family resources at start-up.	
R 8	Expand business when possible. Better standard and services than other local mainstream shop. Build good relationship with local community and individual. Good service and attitude. Keep customer happy with good product and services.	Business entry, guided by friends. Need to adapt business approach to changing market demands and competition.	Reliance on family finance. Customers relations good due to the family reputation. Family traits of self-employment. Strong family tradition of business involvement.	The business problem is external rather than internal. Increased regulations.
R 9	Be nice and retain customer loyalty. Special prices. Listen to the customer.	Shop an opportunity to make money to support family and extended family.	Developed own contacts. Close ties to co-ethnics.	Euro zone crisis. Threat from competition.
R 10	Be nice and retain customer loyalty. Personal savings and cutting cost. Negotiations and working harder. Listen to the customer. Horizontal expansion.	Limited Options. Shop an opportunity to make money to support family and extended family. Timely response to market trends.	Family tradition of self-employment. Family, finance and social support at start-up.	Laziness is the biggest potential barriers. Bank lending. Barrier to business is internal –self.

R 11	Be nice and retain customer loyalty.	Shop an opportunity to make money to support family and extended family.	Family tradition of self-employment. Family, finance and social support at start-up.	Changing customer requirement. Bank lending regulations.
R 12	Be nice and retain customer loyalty. Cutting cost and special prices. Personal savings.	Shop an opportunity to make money to support family and extended family.	Family traits of self-employment. Strong family tradition of business involvement. Close contacts to co-ethnics.	Initial language and culture shock broken down over time. Legislation and bank lending.
R 13	Training staff to be independent. Develop to meet customer trends and respond to competition. Use best resources available. Good service and attitude.	Expand activity to make the best of market opportunities. Finance available/took over an existing business. Growing demands for product creates market opportunity.	Use of community contacts. Use of family resources.	Limited manpower. Aware of wider external threat. The business problem is external and rather than internal.
R 14	Wide range of suppliers. Use the best deal to get better business. Good service and attitude. Work hard to build a reputation. Improve personal business skills,	Had business experience. Shop an opportunity to make money to support family and extended family. African/Ethnic Goods.	Use of community contacts. Essen seen as an opportunity to start a new business. Strong sense of community in sector. Close contacts with co-ethnics.	The business problem is external. Market condition and changing customers' requirement. Competition and low margins. Attitude of younger generation changing.

	knowledge and contacts. Success through hard work. Develop to respond to competition.			
R15	Wide range of suppliers. Use the best deal to get better business. Good service and attitude. Work hard to build a reputation. Extend credit facilities to customers.	Limited alternative employment. Directs contact and connection to the homeland. African/Ethnic goods and products.	No use of community finance. Good contacts to co-ethnics.	The initial barrier of race issues broken over time. The business problem is external rather than internal.
R16	Make best use of family and co-ethnic labour. Wide range of suppliers. Use the best deal to get better business. Good service and attitude. Listen to customers.	Shop an opportunity to make money to support family and extended family. Directs contact and connection to the homeland.	Family, finance and social support at start-up. Community stick together and a good contact with co-ethnics.	Aware of wider external threat. The business problem is external rather than internal. Lack of financial skills
R 17	Good service and attitude. Use the best deal to get better business. Work hard to build a reputation. Chat and joke with	An opportunity to make money to support family and extended family.	Use of community contacts. Use family as much as possible. Good contacts with co-ethnics.	Competition and low margins. Attitude of younger generation changing. Only still in business to maintain family life style.

	customer. Listen to customers.			
R18	Wide range of suppliers. Be nice to retain customers' loyalty. Develop to meet customers need.	Easy access as premises available. Shop an opportunity to make money to support family and extended family. Experience gained with family, business and then move to acquire the premises.	Family traits of self-employment. Strong family tradition of business involvement. Community stick together. Strong reliance on community link and contacts.	Increased regulations. Threats from competition and changing customers' trend. The problem of finding reliable staff.
R 19	Co-ethnic personnel and family support. Continually develop premises to attract customers. Use best resources available.	Business entry, guided by friends. Shop an opportunity to make money to support family and extended family.	Reliance on family finance. Customers relations good due to the family reputation. Family trait of self-employment and independence.	The business problem is external rather than internal.
R 20	Good behaviour. Be nice to customer and retain customer loyalty. Negotiations.	Limited employment options due to ill health, etc.	Rely on community people. Use of community contacts. Use of family resources.	Limited manpower. The business problem is external and rather than internal. Aware of wider external threat.

7.3 Selection of patterns and research findings on opportunity related structures influencing ethnic entrepreneurs' business strategy.

Opportunity structure (Waldinger et al. 2006) consists of market conditions that may favour products and services, geared towards co-ethnics, a situation in which co-ethnics might be served and the route to which access to business is obtained.

As in the case of this study, market conditions and access to ownership provide patterns explaining this research finding on opportunity related structures influencing ethnic entrepreneurs' business strategy. The most important and noticeable patterns associated with these themes in the respondents' narratives are as follows:

Table 22: Opportunity Structure

Interview number	Market condition	Access to ownership
R 1	Yes	Yes
R 2	Yes	Yes
R 3	Yes	Yes
R 4	Yes	Yes
R 5	Yes	Yes
R 6	Yes	Yes
R 7	Yes	Yes
R 8	Yes	Yes
R 9	Yes	Yes
R 10	Yes	Yes
R 11	Yes	Yes
R 12	Yes	Yes
R 13	Yes	Yes
R 14	Yes	Yes
R 15	Yes	Yes
R 16	Yes	Yes
R 17	Yes	Yes
R 18	Yes	Yes
R 19	Yes	Yes
R 20	Yes	Yes

Market condition: For independent retail business to spring up or to come into being there must be a demand for the products and services it offers. Fundamentally, the initial market for research respondents arises from the

immigrant community itself; being able to serve the needs of the immigrant community, due to their intimate knowledge of the goods and services required. The various narratives from the respondents are related to the market condition, as opportunity related structures influencing ethnic entrepreneurs' business strategy.

Access to ownership: Given the existence of a market, which is conducive for independent retail business, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, still needs access to ownership of such ownership opportunity. This is largely preconditioned by the number of vacant businesses-ownership positions and the government policies towards immigrants. The various narratives from the respondents are related to the access to ownership related structures influencing ethnic entrepreneurs' business strategy.

7.4 Selection of patterns and research findings on group related characteristics influencing ethnic entrepreneurs' business strategy.

The group resources dimension (Waldinger et al. 2006) focuses on the common resources shared by the same immigrant and ethnic groups.

As shown in this study, predisposing factors and resource mobilisation provide patterns explaining this research finding on group related characteristics influencing ethnic entrepreneurs' business strategy. The most important and noticeable patterns associated with these themes in the respondents' narratives, are as follows:

Table 23: Group Characteristics

Interview number	Predisposing factors	Resource mobilisation
R 1	Yes	Yes
R 2	Yes	Yes
R 3	Yes	Yes
R 4	Yes	Yes
R 5	Yes	Yes
R 6	Yes	Yes
R 7	Yes	Yes
R 8	Yes	Yes
R 9	Yes	Yes
R 10	Yes	Yes
R 11	Yes	Yes
R 12	Yes	Yes
R 13	Yes	Yes
R 14	Yes	Yes
R 15	Yes	Yes
R 16	Yes	Yes
R 17	Yes	Yes
R 18	Yes	Yes
R 19	Yes	Yes
R 20	Yes	Yes

Predisposing factor: For independent retail business to come into being or spring up there must be a precipitating situational constraint and cultural norms that provoke or influences such start-up. In this study, these predisposing factors are classified under group related characteristics influencing ethnic entrepreneurs' business strategy. The various narratives from the respondents are related to predisposing factors, such as group related characteristics influencing ethnic entrepreneurs' business strategy.

Resource mobilisation: Given the existence of predisposing factors influencing independent retail business start-up, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, still need to take advantage of the resources provided by their cultural traditions and ethnic social networks to lessen the disadvantageous situation they face in the host society. As shown in this study, the various research respondents' narratives are related to resource mobilisation, such

as group related characteristics influencing ethnic entrepreneurs' business strategy.

7.5 Analysis/discussion of factors influencing ethnic strategy.

Ethnic strategies (Waldinger et al. 2006) emerge from the processes of the ethnic entrepreneurs' adaptation, to the resources available to them. As in the case of this study, ethnic strategy reflects the effective disposition of ethnic group economic, social and cultural resources available to them.

An ethnic strategy also showcases both the distinguishing features of the owners group and the opportunity structure within which the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany operates. Basic patterns were identified from the processes of the ethnic entrepreneurs' adaptation to the resources available to them.

In this piece of research, the next step is to analyse the qualitative interview transcript, in order to have an insight into the core drivers of entrepreneurial decision. Excerpts from the interview were used as examples to illustrate some of the findings.

Opportunity Structure: Entrepreneurial opportunities are favourable situations and circumstances, in which new goods and services are introduced into the marketplace for profit-making purposes (Venkataraman 2000). Consequently, the propensity of immigrants to turn to self-employment (Baron and Henry 2011) is strongly impacted by the economic opportunities offered by the prevailing environment in the host society.

As this piece of work illustrates, irrespective of the existence of a conducive market for independent retail business, the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, still needs access to ownership such ownership opportunity. The following excerpts are typical of the perceptions shown:

“... I moved my business over here in Essen because I realised the potential Essen had, luckily it became one of the cultural city of Europe

in 2010, but before them, I came to realise that we have a central marketplace her... Sorry... an open marketplace, a kind of free market where people can buy cars... Where people from the Eastern bloc here in Europe, internationally from Africa as well... Very right” (Excerpt 2: 20-26).

“...Looking at it from the point of how I started...I happen to be in a city where today, it has the biggest car market in Europe, and at the beginning of this logistics business, I started with cars- used cars, you know buying used cars from Germany to other parts of Africa or Asia, America and this is a city where you have the greatest market for that so it was easier for the customers who acquires these vehicles from this state where I am especially in this city to come to me than going to people that are in other cities where they need to spend so much money on transportation to get to the company that will take care of logistics, picking it up from the point of purchase to the next point of transit is easier to take place here in Essen than in any other city that is a little bit away from the biggest car market...Yes... Yes, that is right” (Excerpt 3: 31-38).

“... Anyway, I found myself in Herne and I found out... like a shop I have... some kind of shop like that is not around here. I felt that there is a need for that... Yes” (Excerpt 19: 19-24).

“... Ehm... my business is more of Africa food, drinks and cosmetics. We are here to make sure or see that our African brothers and sisters do not really lack... Yes the Nigerian product... Ya... because eh... when I was looking for a location for my business Dusseldorf... happens to be the place I got my shop and that lead to my stay here in Dusseldorf...” (Excerpt 15: 21-30).

Although there are possible constraints to opportunity relating to the much needed language skills and ethnicity, as exemplified in the study of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, this can be overcome through hard work, according to respondents R2, R11 and R12.

The various narratives from the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, are related to market conditions and ownership access as opportunity related structures influencing ethnic entrepreneurs' business strategy.

This is consistent with Ram and Kloosterman (2002) and Simon (2013), who observed that the propensity of immigrants to turn to self-employment as an

important vehicle of absorption and upward mobility in their host society, is influenced substantially by opportunities in their economic environment.

Group Characteristics: Primarily, the group resources dimension (Waldinger et al. 2006) focuses on the common resources shared by the same immigrant and ethnic groups. As determined in this study, ethnic entrepreneurship typically starts when an entrepreneur, begins to serve co-ethnics, through satisfying their ethnic needs. This is facilitated when ethnic groups are clustered residentially in neighbourhoods (Hedberg and Pettersson 2012).

This piece of work illustrates that such social network, emanating from ethnic minority group congregating within a geographical territory, has not only played a pivotal role in ethnic minority entrepreneurs' business strategy, but also shapes the motivations of minority ethnic entrepreneur's business entry decision, as typified by the following accounts:

“... My reason to enter business is to do something extraordinary for me and my family. Because I feel at home here, I have German and African friends; that is why I entered into the business.... To link up the German and African community and to help them to get where they can get... The motive why I came to Oberhausen is because I believe they have a lot of blacks in Oberhausen that is why I am based in Oberhausen. They have a lot of blacks in...” (Excerpt 13:11-16).

In sync with the views expressed by respondent number 13, the economic enclave not only provides co-ethnic members with privileged access to a particular supply of goods and services, the ethnic entrepreneurs, are also interlinked to form business networks, employ their co-ethnics and serve mainly co-ethnic customers (Dana and Morris 2007; Light 2007).

Business Strategy

As exemplified in this study, business strategy focuses on how the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, plans to achieve its goals, and improve and sustain its position in the business sector. As experienced in the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen,

Germany, credit facilities, good behaviour and meeting customers' needs, also provided patterns from the respondents' narratives, explaining this research finding on group business strategy. As illustrated in this study, this can be achieved by:

- Developing good behaviour
- Being nice to customers so as to retain their loyalty
- Adapting to meet customers' trends
- Respond to competition
- The use of the best resources available
- Negotiations and wide range of suppliers
- Taking advantage of the ethnic social network
- Family and co-ethnic labour
- Improve personal skills, knowledge and contacts
- Building a good relationship with immediate community
- Cutting cost
- Training staff to be independent
- Improved premises to attract customers

Furthermore, as reflected in the accounts below, comments by the respondents suggest a wide range of views regarding business strategy.

“...Yes, flexibility is always part of business, a business man should be able to be flexible, there are situation where you make compromises... and let go ...There are some situation that will come up... as you rightly said, I am not going to give credit, but there are situation where you have a good customer and you also know very well that this customer has one thing or the other, you can say ... ok, ... You can open doors for his to also expand... Because... it is just like a company working with a bank, there are situation where you have customersthat cannot go to the bank, you can also give them facilities to enable them grow because it is difficult to develop a business without having these assistance either from a bank or from a business partner... It gives room for you to encourage them, expand their own business, as their business keep on expanding, automatically; you are growing ahead too with them. The possibility is always there. There are times you have to go out of your way to make sure that you satisfy your customer too” (Excerpt 3: 119 -125).

“... Ya... aha... I manage it so that I have to friendly with the customers...and I try to ask them what they need and provide the commodity they need” (Excerpt 1: 37- 40).

“... Ya. Sometimes I compromise; because sometimes somebody will come when he has a problem with the government because most of them are under the social... So once they complain that they do not have money. I can give them some credit facilities. Once they get their money from the welfare scheme, they will pay me back” (Excerpt 1:47-50).

“... My client I would say... comprises of individuals of different character... there are some that attended school and there are some that you will call illiterate. I do not call them illiterate... They acquired knowledge to the best of their ability and opportunities in life. So the knowledge is educational for me. I see and deal with the individual... the clients now, according to how they come... Ehee.... I would not say that I pressurised clients to be with me. No. I believe they decide to stay with me if they see my way of life... My services.... Exactly and the prices I give exactly... Some might even go this way... give me a commission. But I will do it for you with the real price but put whatever you can give” (Excerpt 20:69-84).

Furthermore, in implementing these business strategies some of the pragmatic steps also include: leaving the business sector when the independent retail business is no longer workable, taking a middleman position, bridging the gap between minority ethnic groups and the mainstream group and business Succession planning.

Challenges to Independent Retail Business Development

The ethnic minority independent retail business performance of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, as found in this study, does not take place in a vacuum, but rather is enveloped within a certain environment that has challenges and opportunities. These challenges might occur during start-up stage, present stage or both. Comments by the respondents suggest a wide range of views concerning obstacles to business development as reflected below.

“... Ah... Yes, generally, if laws are made that are new, and especially when it has to do with the line of business you are, at the initial time, it will, the impact will be there, for instance, there are customers who buy fairly used electronics from Europe and export to the middle east and

African. Before, they can easily buy them and export them. But for some time now, there is a new law that does not allow them to even do it or they have to test it or do that, automatically, if you have a 100 customers that are doing it, by the time they bring all these laws, the customer may be reduced to 30,... Automatically, it has affected your business... Such laws do affect our business when they are put in place. Laws we cannot run away from. The only thing is that by the time laws are made and it affects the business you are doing... at the initial time, it will affect it, but with time, you will also, as a businessman try to find out how do you cover the difference in terms of the quantity you were having before and now.... At times, you have to educate your customers that they have to try, since you are in an environment where you know the left and right, tell them, look, there are also alternatives to what you were doing before just to give them a wider scope... everything is aimed at you getting them back” (Excerpt 3:141-145).

“... Ehhh first of all, the barrier in starting up a business with you.... You must be able to say I want to do this, and then you go to the necessary offices that are required. The business terms in Germany, the barriers are a little bit there because the government side, you have to prove yourself to them that you can do what you say you want to do.... Yes, prove yourself that you are worthy to do it. To take that bank’s money to run the business...” (Excerpt 10:57-61).

“... I went to the bank recently and I said I wanted to open a business account... specifically Deutsche Bank... that they have a political business, policies that hinder them from opening accounts from people from a particular region. I told them that that is very bad... it will be bad for the business between Nigeria and Germany...” (Excerpt 11:41-44).

“... The approval of capital from banks... African because of their low income level had a lot of difficulty in acquiring a loan and support from banks... As I said before, I did all that based on the level of cash I was able to save before I went into business...” (Excerpt 12:58-61).

The ethnic minority independent retail business from the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, will not be able to acquire the much needed facility, attract and retain capable staff, and run a successful operation without adequate financial resources. Financial difficulty of independent retail business, as found in this study, arises from both the inability to raise sufficient funds and a lack of personal asset. This finding confirms several views on core problems facing small businesses.

For example, Shafeek (2009), in line with this research's finding on financial difficulty of independent retail business, maintains that business will not be able to acquire the much needed facility, attract and retain capable staff, and run a successful operation without adequate capital. Furthermore, financial difficulty of small and micro business, according to Stokes and Wilson (2006) arises from:

- Inability to raise sufficient fund
- Mismanagement of funds
- Lack of track records
- Lack of a personal asset
- Lack of financial control and management

Therefore, lack of capital, is broadly seen, as a key problem for small business (Kamunge et al. 2014).

Business Assistance

All the research respondents without exemption are aware of business advice and backing; but only a few research respondents sought external assistance in their start-up processes and in spreading out their independent retail business activities. Nevertheless, while it was beneficial to some respondents, to others, it was not seen as specifically beneficial. The feeling that external business support and advice is of little value is shared by Respondents 10.

“In the first case, before I started my business, I went to a course here they called “selbständigkeit” – self-employment possibility. (Okay) Self-employment programme assistant from the government... the government decided to support me for one year before I was able to stay on my foot” (Excerpt 10: 51-53).

A contrary opinion was, however, exemplified by Respondent 11 on external business assistance.

“... No! No! No! I started alone. No assistance... I went to the bank recently and I said I wanted to open a business account... specifically Deutsche Bank... that they have a political business, policies that

hinder them from opening accounts from people from a particular region. I told them that that is very bad... it will be bad for the business between Nigeria and Germany” (Excerpt 11: 29-44).

As assumed by some respondents, there is a feeling that business assistance from banks and other financial institution may not be operating on a time scale needed by independent retail businesses and other micro businesses. Furthermore, it is also interesting to mention that the focus on making money and maintaining family business tradition as well as family status takes priority over bureaucracy as expressed by the following respondents:

“(Good. What motivates you to work; do your best in your business? The German would say “gut und schlechte Laune” What motivates you to do your best in your business?) Survival. (The desire to survive?) Survival, yes” (Excerpt 11: 31-34).

“... Ah... I was born into a business family; I inherited this ehm... idea from my Dad, (Great)... Business and I had the opportunity to work with him while I was growing up... I choose to practice what I learned at home before...” (Excerpt 2: 28-34).

As noted in Section 7.5, Section 8.2 and 8.4 in this piece of research, the following factors as expressed by the research respondents as the greatest challenges for independent retail business and micro business success development: limited finance, limited human resources, access to financial assistance, the degree of family involvement and changing generational aspiration were also expressed by the various respondents. These findings therefore will be of immense value to business support group and policy makers in various geographical and social areas. Specifically, it will enable them to develop and understand this business sector and appropriately channel the much needed support.

7.6 Key Emerging Themes

As this piece of work illustrates, it is true to say that there seems to be a common thread running through the experiences and perception of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany interviewed. This common thread emerges as a result of family members’ involvement in entrepreneurial activities.

Furthermore, due to the location and the size of the Nigerian community in Nordrhein-Westfalen, Germany, all independent retail business undertaken by the research respondents serves both the ethnic and the mainstream community.

While there seem to be perceived challenges to independent retail business, it is undeniable that push, mixed and pull factors, as found in this research, are strong compelling forces for entrepreneur's business entry decision. This however does not fully guarantee the involvement of ensuing generations in independent retail business.

The crucial issues presented above are evident to a large extent, in all the Nigerian communities owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, which were interviewed in the theoretical sample. In line with this study's overarching research aims and the adapted Adaptive Grounded theory, these emerging themes are developed in chapter 8 – Second Phase Literature Review. The following chapter introduces the core emerging themes identified during the initial constant comparison analysis procedures in this piece of study.

Chapter 8 – Second Stage Literature Review

8.1 Introduction

8.2 Family Business

8.3 Definitions of a Family Business

8.4 Succession Planning

8.5 The Structure of German Family Business

8.6 Conclusion

8.1 Introduction

Further examined in the literature and presented here are the core themes from the data collection and analysis process. This, in line with Layder (1998) and Welsh (2008) focuses the researcher's understanding and interpretation of the specific issues and increases the validity of this study. The core emerging theme in this study is family business and succession planning.

8.2 Family Business

An important pillar of the German economy, as asserted by Klein (2000), is family business. According to Röhl (2008), there are about two million family businesses in Germany. This constitutes about 95% of all businesses and provides 57% of employment in the private sector in Germany. The German economy is significantly shaped by family businesses which generate almost half (47%) of German turnover (Mitrenga 2013).

The core aim of family business, as with any business, is to create wealth, but the relationship between the business and the family members has been identified by Sharma (2004) as having core distinguishing differences. The notion of family in a society or community refers to a specific group of people closely knit together by marriage and blood ties (Muncie and Sapsford 1997). This embraces the traditional nuclear family, single-parent families, kin group and extended family. When family members are involved in a business, the business activity becomes related to family issues (Carter and Jones-Evans 2006).

According to Carter and Jones-Evans (2006), the institutions of the economy and family have been integrated throughout history. Enterprise and family are closely integrated because of the nature and structure of enterprise activity. An enterprise activity is usually associated with new business start-up and many new ventures emerge from the knowledge, experience and ideas that are cultivated in the family unit (Carter and Jones-Evans 2006). These issues are discussed in Section 5.1, 5.2 and 5.3 in this piece of research and provide a platform for developing and understanding the motivations of entrepreneurs' business entry decisions.

Literature on family businesses in Germany (Klein 2000) takes a succession perspective. Successions in the family business alongside the problems that may arise from it are clearly recognised and the major focus of researchers and politicians in Germany. Zucker and Borwick (1992) stated that only 50% of family businesses move on to the second generation and based on extrapolations and tax statistics, recent data from Schröder and Freund (1999) project that only 321,837 of 1,554,766 family businesses previously owned by this generation will be handed over to the next generation within the next five years. Therefore, discontinuity in the family business is a critical issue for the economy of Germany (Klein 2000).

Irrespective of the fact that family enterprises are an important component of the economy of Germany (Freund et al. 1995), even so, there remain inadequate empirical facts regarding the German economy and family enterprises (Shanker and Astrachan 1996). Therefore, questions on the distinguishing features and the vital role of family business require further investigation. Reliable information is needed on the numbers of family business and business family, business generation, management and ownership structure alongside. A fundamental problem is the lack of a precise and simple definition of the term family business (Litz 1995; Klein 2000). It is important to attempt further clarification within this study to enhance understanding of the data and any conclusions drawn to contribute to the literature in this area.

8.3 Definitions of a Family Business

In Germany and international family business research, several definitions of family businesses are employed, and a lot of extant literature available in this subject area attests to this (KMU 2008). IFM (2015) defines family business, as an enterprise where 50% of its ownership belongs to family members, and where at least two family people are involved in the day to day running of the business or management of the business. Furthermore, that a family business is entirely or to a reasonable extent owned, developed and

controlled by one family or extended family, and a strategic plan is in place to hand over the business to the next generation (WIFU 2015).

Davis and Tagiuri (1996) maintained that any business where the family exerts a significant influence could be described as a family business. Therefore, the term family business, according to Beckhard and Dyer (1983) denotes a system that embraces the family, its founder and the governing bodies.

The family business, according to Chua et al. (1999), is a business controlled and governed with an intention to pursue the fundamental vision of the family, and in a manner that takes into consideration the idea of a potential cross-generational sustainability. This definition opens the window for a potential family successor to continually shape, maintain and sustain the cross generational vision of the business family.

According to Caspar et al. (2010), family business is a business in which a significant share of the company is owned by the family, important decisions are likely to be influenced by the family. The prevailing component in this perspective of family business is the intention to be a family business.

According to Klein (2000), a business that is influenced in a substantial way by one or more families can be termed as a family business. This definition of family business considers descendant or family group issues. Various family individuals, couples, and in-laws may have a substantial influence in terms of the stock held within the family as well as influence through management and corporate governance.

To develop a consistent approach, the European Commission (2009) defines family business as a firm that has the following attributes:

1. A family or extended family member is involved in the management of the business.

2. A greater percentage of the direct and indirect votes lie in the original founder of the business, with the extended family members or in those who have acquired the shared capital.
3. If the original founder, their extended family or those that acquired the share capital possesses the mandatory 25% voting rights.

This definition stands in parallel to business family, in which over varying time frames, a family (Seaman 2015) pools resources together for the benefit of a single or more businesses. The European Commission definition was adopted in this study because it guides the discussion on family business and builds a picture of the emerging modern family business (Collins et al. 2012).

In summation, the prevailing elements discussed in the definition of a family business above falls into the following schemes: Family involvement and the intention to be a family business.

8.3.1 Family involvement

Family involvement in the enterprise is the fundamental characteristic of a family business and this is indicated by its substantial influence on the enterprise through management and ownership structure (Zellweger et al. 2010; Mazzi 2011) as well as the possibility of spanning through generations (Chua et al. 1999). However, family involvement, according to Chrisman et al. (2005), Pearson et al. (2008) and Steiger et al. (2015) does not generate a considerable advantage over a non-family business, nor does it have a considerable impact on the strategic processes of the firm.

Moreover, the core elements of this definition according to Zellweger et al. (2010) and Steiger et al. (2015) suggest the possibility of a family to influence the enterprise. Other firms with the same family involvement may not define themselves as either a family business or non-family business. However, Zellweger et al. (2010) and Steiger et al. (2015), only see this approach as the first and simplest step towards defining a family business.

8.3.2 The intention to be a Family Business

The literature views the issue of intention as important, the aspiration, essence, and behaviour of becoming or being a family business (Mazzi 2011; Dawson and Mussolino 2014; Steiger et al. 2015). According to Chua et al. (1999) and Steiger et al. (2015), these elements may not be sufficient to differentiate the non-family and family business. The study of intention focuses on: the typical family behaviour exhibited by the firm, the involvement of family members and the intention of the family to maintain their status (Chrisman et al. 2005; Mazzi 2011).

As suggested by Welsh (2009), a sense of dedication and pride in family tradition is nurtured in family enterprises and by fostering a sense of responsibility and positive commercial value, the transfer of entrepreneurial capabilities from one generation to another is enhanced. Within the context of this study, succession planning is associated within this definition.

8.4 Succession Planning

The carry-over of a business because of the owner's wish to retire or to entrust the business for some other reason can be defined as business succession planning. Business succession planning involves a transfer to members of the owner's family, employees, or external buyers. A successful business succession therefore results in a continuation of the business, whether in the short or long term (Martin et al. 2002; SBS 2004).

Business succession planning, therefore, is a process whereby the firm plan for either the future transfers of ownership or managerial control (IP and Jacobs 2006). This calls for a more carefully planned and extensive approach towards the mentoring and replacement of the key individual or group of individuals. Business succession planning is a systematic and deliberate effort to ensure continuity in leadership in key positions of an organisation (Rothwell 2001). Therefore, in business succession planning, all the vital issues necessary for an unhindered transfer are taken into consideration. This issue is examined more closely in Section 6.6 of this study.

The business succession process as revealed by Cadieux et al. (2002) and Murray (2003), entails a multi-staged phenomenon, and according to Sharma et al. (2003), extend over time and therefore needed to be carefully planned. Business succession planning can be of great success if core issues surrounding who own the business and who will run the business are coordinated and addressed effectively (Lansberg 1999).

Succession issues are applicable to all organisations irrespective of the size, geographical location and sector (IP and Jacobs 2006). Consequently, it is a unique process that all firms need to give adequate attention to (Collins et al. 2012). Evidence on business succession processes shows the potential for many difficulties (Janjuha-Jivraj and Woods 2002). The possibility of a firm failing within a transition periods is widespread and the economic consequences attached to such failures shows that succession planning is an important issue (SBS 2004).

Within the family business arena, business succession is one of the most widespread areas of study within literature on family business (Chua et al. 2003; Bird et al. 2002; Klein 2000). Succession therefore, is an inevitable process which must be anticipated and well-coordinated for it to be successful (Dyck et al. 2002). Additionally, in ensuring the survival of the firm, effective succession according to Sharma et al. (1997) and De Massis et al. (2008), is of a paramount importance to the family business. However, for minority ethnic businesses, there is evidence from Scotland that family succession may not be the key goal (Seaman et al. 2015). Further research in the context of specific groups and countries would be valuable.

An extensive number of factors contribute towards the possibility of an effective succession (Collins et al. 2012). These factors will be discussed under three core themes:

1. Planning process
2. Organisation
3. Individual

Planning process: This process relates to the detailed proposal or the fundamental aspect of achieving an effective and problem-free succession process (Sharma et al. 1997). The succession planning process from the perspective of Ibrahim et al. (2001) is acknowledged to enhance the ability of the firm to survive. Without adequate preparation, there is the likelihood that most firms will cease (Cabrera-Suarez 2005). The business succession planning process is therefore an important part of the entire succession process (Santiago 2000). An effective succession (Ibrahim et al. 2001; Mazzola et al. 2008) is a product of a careful, integrative and accurate approach to planning. To ensure a smooth transition and survival of the family business, the education, training, mentorship and selection of an appropriate successor within the succession planning/process holds an equal importance (Sharma et al. 2003; Brockhaus 2004).

Within the family business, Brockhaus (2004) argued that the processes of selecting a potential successor should be in line with the criteria set-out for the strategic vision of the family. Therefore, the selection process of the most suitable successor is of vital importance (Chrisman et al. 2009). In executing an effective succession process, the key factor to consider, according to Sharma et al. (1997), is timing. This was echoed by Chrisman et al. (2009) in their passing of the baton concept. They argued that the passing of the baton too early or too late has a negative effect on family firms.

Succession planning is a process and not an event. As a result, the passing the baton concept has been criticised for viewing succession as an event rather than a process. Furthermore, due to the size and the operating context of the family firm, the timing of a suitable successor and its controls varies between firms. Within the planning process, the transition and integration of a suitable successor is of vital importance (Collins et al. 2012).

Organisation: The organisational component in business succession planning borders on the potential successors' skill, integrity, inner drive and trust in their ability to run the business. This, according to Collins et al. (2012), is often translated into organisational trust. The lack of confidence

and trust in the potential successor by business family members, according to De Massis et al. (2008), is one of the factors preventing intra-family succession. This implies that within the family business arena integrity, honesty and moral uprightness are important attributes of the potential successor (Sharma and Rao 2000).

The potential successor's readiness and their relationship with their predecessor have a great impact on the smooth transition of the succession process (Sharma 2004). The importance of the relationship between the predecessor and the potential successor in enhancing the effectiveness of the succession process has been stressed by literature in the field of family business (Brockhaus 2004; Collins et al. 2012). An inappropriate relationship, as stated by Miller et al. (2003), is the root cause of tension and problematic succession in family firms. Quality relationships, according to Ibrahim et al. (2001), are enhanced through communication. Lack of communication may lead to tension within the family business. Effective succession has been seen to be a product of many distinguishing organisational factors and attributes. Furthermore, while organisational distinguishing features have a potential impact, the organisational trust, as argued by Collins et al. (2012), is one of the most important requirements for effective succession.

Individual: Much focus in the various literatures has been in the individual successor's training, leadership skills and potential (Collins et al. 2012). A vital component of the potential successor's role (Cabrera-Suarez 2005; Ibrahim et al. 2004) is their training in how to run the business. Their personal skills for the future development of the business, as argued by Cabrera-Suarez (2005) and Ibrahim et al. (2004), is anchored in training the intended successor to enhance their leadership skills. Skills and training in informal and formal leadership, and management is of paramount importance to effective succession (Rosenfeld and Friedman 2004).

Abilities and skills of the intended successor are key (Ibrahim et al. 2004) and management and leadership training will help to strategically develop the intended successor (Mazzola et al. 2008). Chrisman et al. (2009), suggests

that the intended successor's personal and professional development through various experiences, training and education, help their ability to run the business, thereby leading to the emergence of a well-developed successor and a problem-free transition.

8.5 The Structure of German Family Businesses

A distinguishing feature of a family business is the structure of ownership (Klein 2000). The ownership pattern of family businesses in Germany differ in relation to: the business and stages of the business, the family and the stages of the family, the company and the business generation as well as the country (Klein 2000).

In Germany, the corporate governance of family business is clearly stipulated in the German legal system. For instance, a board of supervisors as specified in the German legal system is not required by all companies; but when necessary, it is required for one specific entity – *“Aktiengesellschaft”* or joint-stock company (Klein 2000). In a family business that is not within the category of *“Aktiengesellschaft”* (AGs), the supervisory board otherwise known as *“Beirat”* and occasionally, *“Verwaltungsrat”* is called *“Aufsichtsrat”* and its organisation is based on *“Aktienrecht”* (company law) in line with the German legal system (Hennerkes 1998; Klein 2000). In a family business, family can exert a considerable influence over the business through a high level of family involvement in its management (Klein 2000).

The urge to be financially independent is one of the features of family businesses in Germany. Their higher than average equity ratio, according to Mitrenga (2013), gives them the liberty to respond independently and quickly to market trends. Family entrepreneurs in Germany are therefore quick to adapt to market trends (Mitrenga 2013). Furthermore, the close relation to the customer is one major reason for innovative approach of family businesses, enabling them to find solutions to various business challenges.

Irrespective of the volatile nature of the environment in which they operate, family businesses in Germany are the drivers of economic development in

Germany, and are therefore an indispensable part of the business world (Freiling 2013).

Furthermore, family businesses are of great importance to many economies and despite the numerous pieces of research undertaken in this subject area, an all-embracing and acceptable definition is elusive. Therefore, this thesis accepts the notion that there is no agreement within the literature on a definition of family business.

8.6 Conclusion

In ascertaining the success and survival of any business, the importance of business succession planning has been emphasised in most literature on family business. Therefore, the process of training and bringing forth a new generation of managers within the family circle is of great importance to family businesses.

The core issues and themes in the initial overview of literature alongside the second stage review of literature and the empirical stage of this study are as follows:

- Existing literature and related themes are used to see the motivations of entrepreneurs' business entry decisions by means of a deductive exercise.
- An inductive exercise in which an understanding of the various factors spurring the motivations of entrepreneurs' business entry decisions were enhanced through the fieldwork phase of this inquiry.
- Deductive identification of patterns and themes within qualitative interview data through thematic coding.
- Qualitative interview findings, analysis and presentations.
- A deductive exercise in which the core emerging theme in this study was identified and discussed.
- Inductive generation of theory during data analysis.
- Conclusions and presentation of recommendations for further research.

The next chapter discusses the indicative model illustrating the factors contributing to the crucial drivers of self-employment decisions with the Nigerian enclave micro-businesses in Nordrhein-Westfalen, Germany.

Chapter 9 – Theory Development

9.1 Introduction

9.2 Extant Theory

9.3 Emergent Theory

9.4 Adaptive Theory

9.5 New Theory Development

9.6 Conclusion

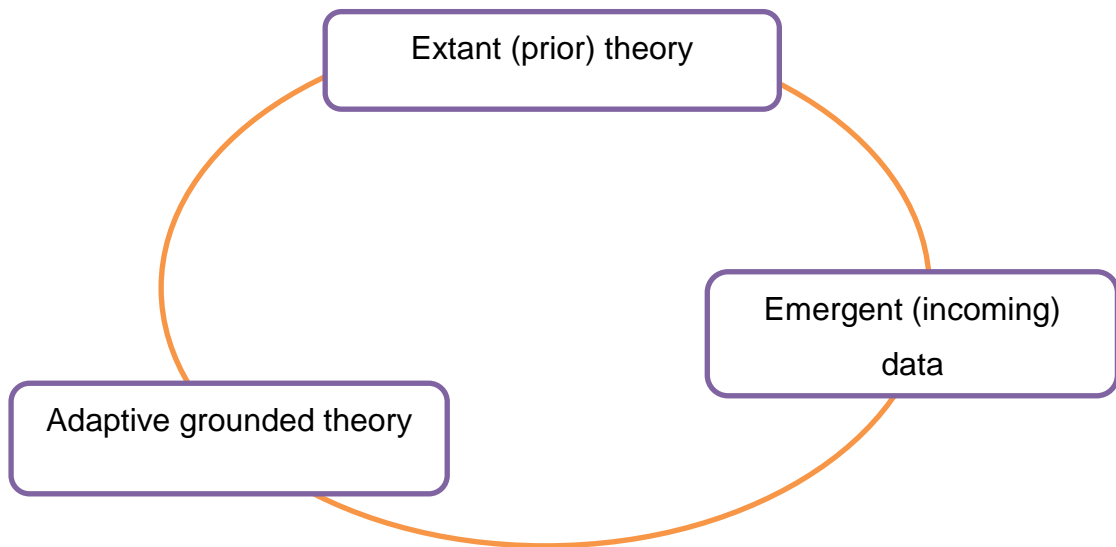
9.1 Introduction

Outlined in the previous chapters are the crucial drivers of entrepreneurship within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This provides a platform for a conceptual explanation of the findings of this research and possible policy implications.

The primary aim of this research, as stated in chapter one, is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. Therefore, this section describes the conceptual and theoretical contributions to knowledge as well as presenting the phases in developing a conceptual or indicative model illustrating the crucial drivers of self-employment decisions with the Nigerian enclave micro-businesses in Nordrhein-Westfalen, Germany. An increased understanding of this business sector through the findings of this research will be of a great value to policy makers in developing appropriate business support to this sector.

To achieve the core aim of a conceptual/theory development in this thesis, the adopted adaptive grounded theory methodology, taken as the most appropriate for this research, follows a cyclical process as illustrated in figure 8 below. This process allows a starting point for information collection based on prior theory to identify incoming themes and initial adaptive theories and these are further review in literature to assist in the refinement of the initial conceptual understandings of the issues (Welsh 2013).

Figure 8: Dialectical and Interactive Processes between Extant (prior) Theory, Emergent (incoming) Data and Adaptive Grounded Theory.



Source: Adapted from Layder (1998, p. 167)

The remaining structure of this section presents a conceptual or an indicative model that develops the theoretical variables linked to the research questions.

9.2 Extant Theory – theoretical model and interview topics

Extant theory, as discussed above, refers to all previous findings in social research. This includes published and unpublished documents that can be brought into the form of knowledge and explanations, pointing as evidence of some aspect of social reality. This extant data, in relation to extant theory, allows the researcher to draw upon the widest possible range of resources when working on a given project (Layder 1998). In relation to this study, extant data includes literature in the fields of entrepreneurship, ethnic entrepreneurship, small business entrepreneurs and ethnic minority independent retail businesses.

The understanding of the subject by the researcher was based on his various experiences in managing independent retail businesses in Nigeria and Germany. These experiences became useful in forming the platform for both the initial conceptual model and locating potential topics to be included in the

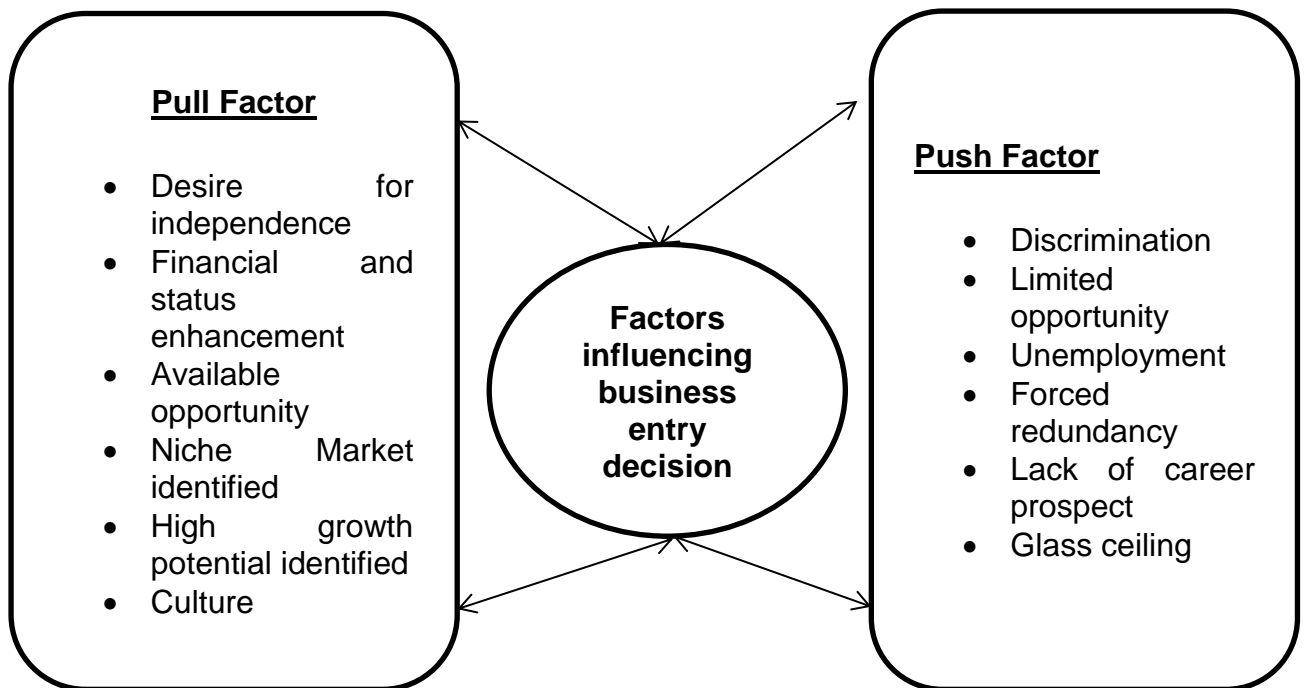
literature review, in accessing the research respondent and the analysis phase of the study.

Furthermore, the review of relevant extant literature as discussed above provided an evidence based insight into a wide range sensitising concept influencing the crucial drivers of micro enterprises within the context of independent retail businesses owned and managed by the Nigerian enclave in Nordrhein-Westfalen, Germany.

Evidence from the various literature reviewed in this study are positive proofs, that push and pull motivational motives are the core drivers of entrepreneurs' business entry decisions, and the adopted ethnic strategies are fundamentally based on the adaptation of the independent retail business owners to the resources available, and take advantage of the distinguishing features of the ethnic group.

An understanding of the various issues relating to the critical drivers of entrepreneurship, within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, and the suggested core themes emanating from the literature provided a theoretical base for data collection and analysis stage.

Figure 3: Factors Influencing Business Entry Decision



Source: Adapted from the literature

Interview Topic

The conceptual understanding of the issues suggested core topics from the literature influencing Nigerian community owned and managed micro business strategy. These range of topics provided a basis for the deductive and empirical collection of information phase of this research.

Figure 11: Qualitative In-Depth Interview Topics and Questions



Queen Margaret University
EDINBURGH

Personal background:

- When and where were you born?
- Did you grow up at this location?
- How have you made a living before coming to Germany?
- Are you married?

- No of children?
- How would you describe your kind of person?

Immigrant History

- Do you know if your parents, grandparents, great-grandparents, etc. were the Ones to migrate to Germany?
- Where did they come from?
- At what age did you enter Germany?
- What are the main factors affecting your decisions to travel to Germany?
- How did you feel when you first arrived in Germany?
- How long did it take you to look settled in Germany?
- How do you see your future in Germany?
- Do you have plans to return to your country permanently or for visits?

Educational Background:

- What is your impression or opinion about education?
- What is your educational background?
- How has your educational experience prepared you for this job/business?

Industry Sector/Geographical location:

- Can you provide me with a description of your business?
- Why is your business located on this site?
- What are the location's advantages?
- What is the major product or services of this business?
- How would you describe the market you are in and who are your major competitors?

Business Background:

- What are your reasons for entry into the business?
- How did you get started in this business?
- How did you get the background, experience and skills necessary to run this type of business?
- What are the sources of funding and how long does it take before the business was able to pay back?

- Whom do you seek advice from for your business?
- What is your family business activity?
- What is the business age? How long have you been in business?

Motivation factors:

- Why did you choose to be self-employed?
- What motivates you to do your best work?
- What are your personal goals and desires?
- Who are your mentors?

Individual perceptions:

- Do you have employees? How many?
- What is the nature of our employee? Are they family members of co-ethnic members?
- Can you describe your customers?
- Why do your customers select you over your competitors?
- What could be the possible barriers to doing business in Germany?
- Do you consider the Nigerian community as a source of help?

Management strategies:

- Are you involved in the day to day running of the business?
- What strategies do you use to organize your work/business?
- Are you planning to expand or diversify your business?
- How do you market your business? How are people aware of your business?
- Where do you see your business in the next year? In the next five years? The next ten years?
- Do you plan to compete in the global market place? If yes, how? If no, why not?

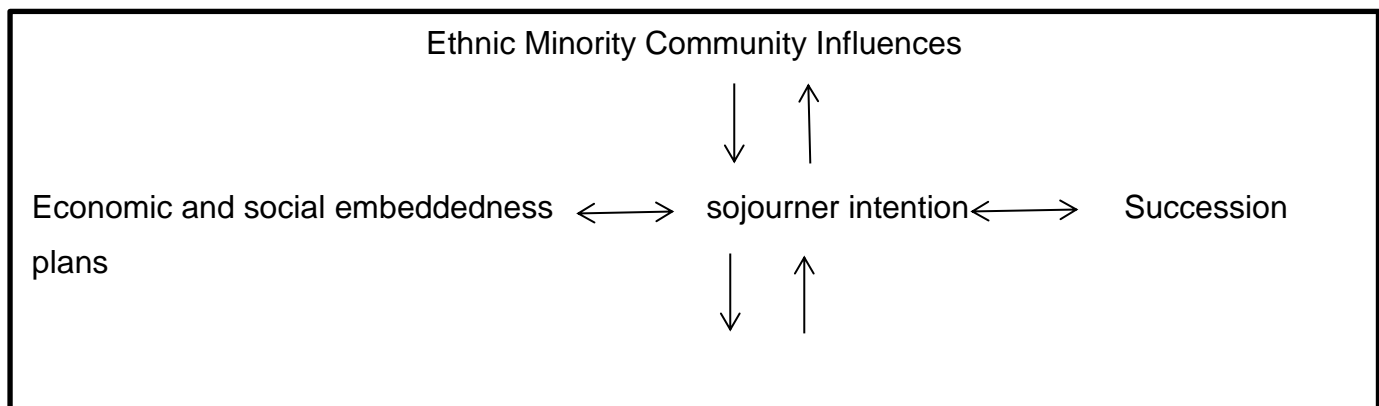
Generational issues:

- What is the future for this type of business? Long and short term aims or objective of this business?
- If something happens to you, what will happen to your business?
- Do you have plans to develop a family business?

- What do you think about the experience of being a Nigerian business owner in Germany?

The iterative nature of this study's adopted adaptive grounded approach added topics relating to family business and succession planning during the fieldwork stage of this piece of work. To develop a richer understanding of the issues forthcoming from the data and merged with the initial conceptual model, a second literature review was undertaken to permit a closer examination of the issues and identify new understandings of the issues emerging in a broader scope of the minority communities and sectors of economic activity during the fieldwork phase of this research. The findings emerging from this process suggest that the research respondents are theoretically shaped by: the changing sojourner intention or inclination of the business owner and manager, succession plans as well as economic and social embeddedness in the prevalent group as exemplified in figure 16 below.

Figure 16: Issues shaping minority ethnic business approaches



Source: Adapted from the literature

9.3 Emergent data – themes/developed conceptual model

Emergent raw data are the immediate findings and information, which provide a base for the continuous "testing-out" of extant theory, and a source for the suggestion of new concept and theoretical ideas (Layder 1998, pp. 165-166). The immediate findings that came forth from this current research

provides a foundation for examining extant theory; a source for the proposition of new concept and theoretical ideas. Moreover, the continuous testing of extant theory alongside the data collected from the semi structured in-depth interview identified the following wide range of themes shaping the research respondents:

- Push, mixed and pull motivational factors
- Family business and succession plans
- Ethnic strategy
- The need to serve the mainstream group
- External challenges in the business environment
- Business aims

9.4 Adaptive Theory – refined model and new theory/conceptual development.

Within the circle of theory development as used in this thesis, comparing the above identified common themes from the emergent data to the theoretical model.

Established in the literature, whilst push and pull motivational factors are the evident core drivers of ethnic entrepreneurship, the adopted ethnic strategy is fundamentally preconditioned on the adaptation of the minority migrant small business owners with the resources at their disposal.

When examining the core issues shaping the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, there is an understanding that the business entry decisions are shaped by internal and external issues relating to: pull, push and mixed motivational factors, family business and succession plans, ethnic strategy, the need to serve the mainstream group, external challenges in the business environment and business aims.

The final stage within the theory development circle is to revisit and correlate the topics unfolding from the analysis of the empirical data with the experiences of minority small business activities. The resultant outcome of

this process shows linkages between the diverse issues and concepts emanating from the empirical data, and the empirical evidence from other minority small business activities within and outside the German context.

The motivations of entrepreneurs' business entry decisions are therefore related to push motivational factors, mixed motivational factors and pull motivational factors. Moreover, as the ethnic communities become more established within the host community, various trading approaches begin to come out. Further business opportunities also begin to emerge, as the ethnic minority community becomes socially and economically embedded in the mainstream group.

9.5 New theory development

The theories emanating from this research study are:

1. Push, mixed and pull motives are the major drivers of independent retail businesses.
2. The adopted business approaches are combinations of the breadth of the ethnic community social and economic embeddedness within the mainstream group, migration decisions and the motives for self-employment.
3. Independent retail business owner's business strategies emerge from the interaction of group characteristics and opportunity structure in adapting to market conditions and finding solutions to business related issues.
4. An informal ethnic resource gives immigrant entrepreneur's a competitive advantage.

9.6 Conclusion

It is important to emphasise that, although there is evidence that the issues are present in the research respondents' examples, there is a great variance in the extent to which these components are known and the impact on the drivers of entrepreneurship is acknowledged (Welsh 2008). The imports of these factors for the public and private business sector as well as business

support providers in the development of products and services targeted to the demands of exceptional communities and market sectors are identified and discussed clearly in Chapter 10.5. The next chapter provides conclusions that can be drawn from the information and research findings presented in the thesis.

Chapter 10 – Conclusions and Implications

- 10.1 Key Findings
- 10.2 Summary of Key findings
- 10.3 Emerging Theme
- 10.4 Conceptual Models
- 10.5 Contributions of this research
- 10.6 Suggestions for Future Research

An extensive literature has developed around minority micro enterprises in the United Kingdom and indeed many other countries. There is less literature, however, which considers minority migrant enterprises in Germany context, despite their noted social and economic importance. Whilst descriptive information on minority ethnic enterprises in the German context has been collected by public authorities, this does not supply a detailed insight into the migrant entrepreneurship phenomenon.

This study's core aim is to develop and understand the critical factors spurring the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This is an area that has received little attention from researchers. Therefore, the findings of this research have:

1. Provided a new perspective towards understanding the drivers of entrepreneurial decisions.
2. Advanced both the academic and practical understanding of the various drivers of entrepreneurial decisions through the generation of an original dataset.
3. Extended the academic knowledge within this subject area in such a way, which has not been done before.
4. Created new knowledge within this subject area.
5. Contributed to the body of academic knowledge on ethnic entrepreneurship.

This research explored the motivations of an entrepreneur's business entry decision within the context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany. This topic is new and has never been addressed in previous research. This piece of study had the core objectives listed below to achieve the above stated research aim:

1. To identify the distinguishing features of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany.

2. To provide a platform for developing and understanding the business entry decisions of the Nigerian community in Nordrhein-Westfalen, Germany.
3. To explore how immigration and settlement patterns of the Nigerian community in Nordrhein-Westfalen, Germany, influences their business entry decision.
4. To explore and clarify the economic integration processes of the Nigerian community in Nordrhein-Westfalen, Germany.
5. To identify and explore the motivations of entrepreneurs' business entry decisions.

To achieve the overarching aims of this study, the key points were identified in the respondents' narratives concerning entrepreneurship, ethnic entrepreneurship and small business theories and models, while also highlighting other pivotal themes emerging from the investigations. Within the findings tables, a brief statement on each respondent's comment on the subject has been provided in this study. These comments or sub-themes within the tables of findings are a crucial part of the findings section and are linked to the material published in the literature during the discussion of the findings of this research. Once the findings and the literature are synthesised into a coherent discussion, the conclusions emerged from this process of analysis and reflection.

The methods used in this study, as highlighted throughout this research, are all critically validated points. In drawing this study to a close, it is therefore with some confidence that the next sections describe: the key findings of this research leading to its policy implication.

10.1 Key Findings

10.1.1 Objective 1 and 2: To identify the distinguishing features of small business entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany and provide a platform for identifying and comprehending their business entry decisions.

The majority of the participants in this study were between 31 and 55 years old. Professional and technical education was identified by most respondents as a springboard for entrepreneurial activities and perceived as helping small business owners and managers to identify the right market, the right business and the various strategic business decisions. Respondents generally entered self-employment after gaining both experience and training. Moreover, previous job experience and occupational background enabled the entrepreneur to invest in his or her acquired experiences, knowledge and skills in the new venture.

Education was also seen as a key factor in determining their ability to recognise opportunities in their surrounding environment and developing their skills to better organise and exploit those opportunities. The knowledge gained gives the small business owner and manager a sense of confidence in the goods and services provided.

This finding reinforces and re-establishes previous empirical observations on ethnic minority enterprises and small businesses, that education allows the entrepreneurs to develop learning and organisational aptitude, which enables them to better exploit and organise business opportunities (Coleman and Cohn 2000; Agarwal et al. 2004; Neeley and Auken 2009).

10.1.2 Objective 3 and 4: To specify how their immigration and settlement pattern influences their business entry decision, and clarifies their economic integration processes.

The following areas, as singled out in this research provided the highest concentration of migrants and respondents in Nordrhein-Westfalen,

Germany: Dortmund, Duisburg, Düsseldorf, Essen, Herne, Köln, Krefeld, Monchengladbach, Munster, Neuss, Oberhausen and Viersen.

The majority of the respondents, as evidenced in this research, had set up their businesses in these geographical areas because of the concentration of Nigerians and other ethnic minority groups there. This concentration within a geographic area was also viewed as an important indication of the existence of an enclave; enhancing the economic integration processes of the research respondents into the mainstream economy.

This study identifies that the location of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, allows these entrepreneurs to follow a clear strategy of providing products and services to members of the Nigerian community. As a survival strategy, this is consistent with the economics of the firms within enclaves, where the resource inputs, products and services were obtained and sold to the community.

A further interesting fact to come from this study is that the majority of the research respondents had businesses, e.g. grocery store, logistics and services business, geared to serving the Nigerian and other co-ethnic markets through customer service and product selections. This strategy of providing essential wares and services to co-ethnics was also observed in previous research (such as Waldinger et al. 2006). However, the failing of this ethnic niche scheme is that it is determined by ethnicity and client propinquity according to Jones et al. (1992a).

10.1.3 Objective 5: To identify and examine the motivations of entrepreneurs' business entry decisions.

A variety of motivations were identified, presented here as 'push' factors, 'pull' factors and 'mixed' factors:

As established in this study, the research subjects, considered: independence, the need for achievement and family traditions as the key

motivations of their business entry decisions. Nevertheless, these cultural related factors, according to Ram (1994) may hinder business growth.

This piece of research also found that the respondents also considered educational background, related skills and professional experiences, as the core drivers of their business entry decision. Although migrants may bring a high level of human capital resources needed for a business start-up, their primary goal as identified in this study is employment within the mainstream economy rather than exclusion to migrant enclaves.

A large number of respondents were limited in the type of job they could take and the difficulty in establishing the level of claimed expertise also provoke feelings of being discriminated against in the labour market, hence leaning towards self-employment as a feasible option.

Previous empirical research exploring the motivation for self-employment decisions also reassert the fact that most people are lured into self-employment because of limited options in the host country and not inevitably connected with the quality of the independent retail business being undertaken (Fray 2014; Rubach et al. 2015).

The findings of this research point out that, the ability of the respondents to provide unique products and services, which satisfied the demands of the community and take advantage of specific market conditions, is one of the core motivations of an entrepreneur's business entry decision. The various respondents confirmed that there is a demand for such products and services, and information needed on the processes and resources to meet them was available to them.

In line with the interactive model of Waldinger et al. (2006), conceptualising Nigerian community small business entrepreneurs as one who takes advantage of ethnic resources like cultural values and family labour is possible. The emergence of niche markets provides a business opportunity to supply the products and services to migrant enclaves. The probabilities of independent retail business expansion are, however critically constrained by

competing for both resources and markets within the enclave economy (Basu et al. 1999).

An extensive literature has developed around minority micro enterprises in the United Kingdom and indeed many other countries. There is less literature, however, which considers minority migrant enterprises in the German context, despite their noted social and economic importance.

Whilst descriptive information on minority ethnic enterprises in the German context has been collected by public authorities, this does not supply a perfect insight in relation to the migrant entrepreneurship phenomenon. This study explores and develops the insightful understanding of the critical drivers of entrepreneurship within the entire context of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany.

10.2 Summary of Key findings

A variety of critical drivers of entrepreneurial motivations were identified in this study, presented here as 'push' factors, 'pull' factors and 'mixed' factors:

- Independent retail business owners and managers interviewed had key individual traits such as independence, resourcefulness and risk-taking, which are necessary not only for entrepreneurship, but also for the migration process.
- In most cases, the respondents had acquired education and skills to a higher level than necessary to run their current independent retail business.
- Professional and technical education was identified by most respondents as a springboard for entrepreneurial activities and perceived as helping small business owners and managers to identify the right market, the right business and various strategic business decisions. Respondents generally entered self-employment after gaining both experience and training. The knowledge gained gives the

small business owner and manager a sense of confidence in goods and services provided.

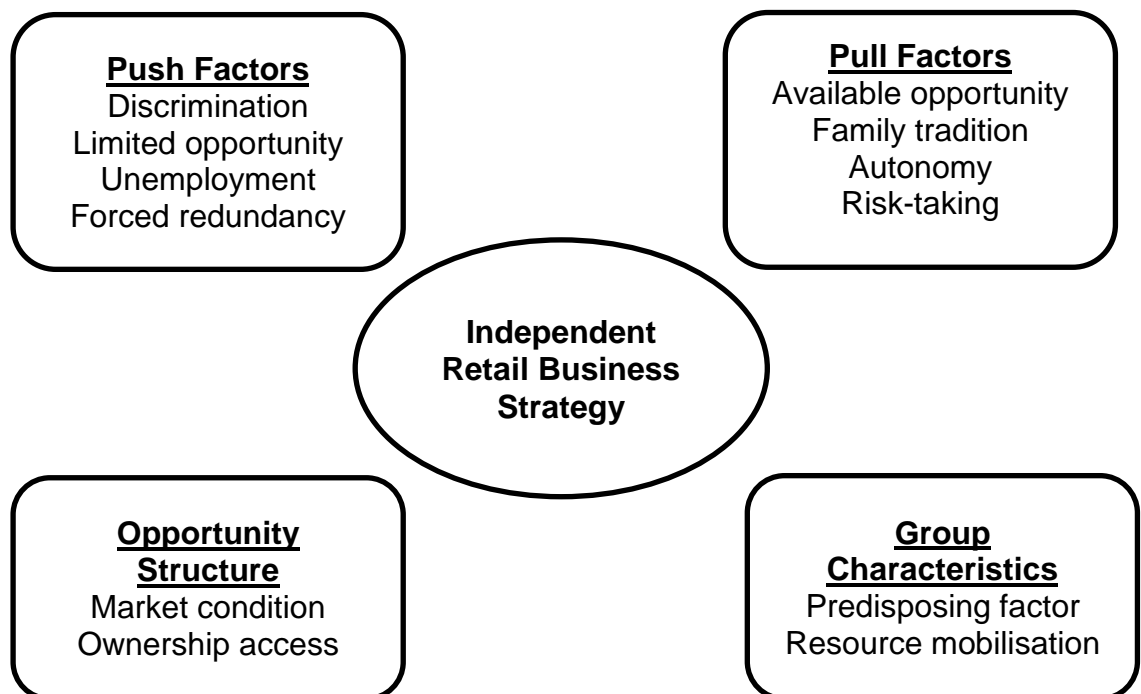
- All research respondents had their businesses in the geographical area (Nordrhein-Westfalen, Germany) due to the presence of a large ethnic community. This location advantage is a pointer to the fact that an enclave exists in those locations and the ethnic strategies adopted by the respondents are remarkably similar.
- This study reveals a positive attitude towards independent retail business and succession plans. As found in this study, while some respondents look forward to handing over their business to immediate family others are thinking of creating a platform (like Franchising) for their business to outlive them.
- The decision to start a business venture included the influence of migrant networks and access to resources and necessary information.
- A key driver for independent retail business formation is the concentration of Nigerian migrants, with other migrants in an enclave and the business opportunities thus created.
- This study identifies that the location of the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, allows these entrepreneurs to follow a clear strategy of providing products and services to members of the Nigerian community and other ethnic communities.
- Their perceived discrimination, as found in this study interestingly generated intergroup solidarity, which in turn strengthened the influence of the group network.
- The negative mind-set about migrants, e.g. lack of proficiency in the destination country's language and the difficulty migration brings in proving their education and expertise as found in this study, are examples of their perceptions of being discriminated against in the employment market. Consequently, entrepreneurship is often left as the only alternative to earn an income and still feel free from fear and anxiety.

10.3 Emerging Theme

Presented in this section is the constant comparative analysis of empirically gathered qualitative data; doing so will enable us to address the core research questions navigating this study.

The core motives of the research respondents' business entry motivations are preconditioned on a number of factors. To explore the core focus of this work it is imperative to examine a wide range of factors in the interview agenda. As illustrated in Figure 9 below, this theoretical model represents the study's overarching investigative theme.

Figure 9: Factors Shaping Independent Retail Business Strategies



Source: Adapted from the literature review

In addition, the interview themes guiding this research are:

- Personal background
- Business background
- Entrepreneurial decision
- Ethnic strategies
- Generational issues

Furthermore, self-employment motivations at the most basic level are:

- Independence
- Achieving family and personal goals – providing for family and personal material needs
- Increased and a better life style
- Improved wealth and security
- Overcoming the structural limitations in the host country

Although present in all respondents without exceptions, there are differences in the rate at which these factors impact on their self-employment motivations. In other words, there is a variation in the various research respondents' awareness and acknowledgement of the influences and extent of these factors on independent retail business start-up. Therefore, a deeper understanding of the crucial factors influencing small businesses owned and managed by the Nigerian community in Nordrhein-Westfalen will be expanded by superimposing these sets of themes and issues.

10.4 Conceptual models

The adaptive grounded methodology theory was built upon in this research developed by comparing incoming themes and insights to prior theory, especially those already identified in similar settings, to increase the understanding of these issues. This leads to the development of a conceptual model to address the research questions guiding this study and present a foundation for future research on this subject area.

In line with the adaptive grounded approach, new topics relating to family businesses and succession planning were added to this research during the fieldwork stage. The findings emerging from this process suggest that the research respondents' business entry decisions are directly shaped by the following seven schemes:

- Immigrant enclaves
- Their formal or informal economic activities
- The changing sojourner mind-set of the business owner and manager

- Succession plans
- Economic and social embeddedness into the dominant group
- The links between migrant entrepreneurship and family business development
- Business succession planning within the context of specific groups and countries
- Family business background that minority ethnic entrepreneurs bring to their new country

A conceptual model of varying circumstances influencing the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany, combines these themes with those recognised and established in other similar sectors, both within and outside the German context. Along these lines, the acquired knowledge will fill the gap in literature; contribute to several excellent expositions in ethnic entrepreneurship and meet the overarching aim of this research. This is in line with the constructivist research philosophy from which this study is developed.

There is a need for further academic exploration of these emerging core issues. Hence, this is not simply a useful and interesting development, but is also greatly informative to policy makers, business support professionals and future researchers seeking to gain a deeper understanding of this business sector.

10.5 Contributions of this Research

This thesis addresses the vital question of why some members of a certain ethnic community in Nordrhein-Westfalen, Germany are active in entrepreneurialism, while others seems to exhibit a lagging attitude in this respect. Our primary focus is on the self-employment motivations of ethnic minority entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany. This piece of work, in line with the prime focus of this study, discussed business entry motivations from a wide range of theoretical disciplines.

However, despite considerable effort spent exploring the ethnic entrepreneurial phenomenon within and outside the German context, little or no attention has been paid to investigating this small group of entrepreneurs. The goal of this current study therefore is to fill this gap in the literature. Having identified the gaps in knowledge that needs to be addressed, this study is highly significant.

10.5.1 Theoretical Contributions

The gap in extant literature has been highlighted throughout this research. This forms the core aim of this study, which to date has received little attention in academic literature. By addressing this gap in the literature, this work has made a significant contribution to theory in various ways. Some of the theoretical contributions of this research are given as follows:

- This study contributes to the body of knowledge on ethnic entrepreneurship on the critical drivers of independent retail business from a non-mainstream group perspective. This research is the first that thoroughly explored the drivers of ethnic entrepreneurship in Germany from the Nigerian owned and managed independent retail business perspective. This research does so in such a way that allows for the identification of research opportunities related to this topic alongside stimulating debate and presenting a foundation for further research.
- In reviewing literature and presenting a deeper insight of the critical drivers of entrepreneurialism, it was evidenced that most of the extant materials on ethnic minority business have not widened in scope, focusing on ethnic minority business outside the German context or seeking to build a quantitative explanation that neglects a comprehensive account of small business entrepreneurs. This work, however, presented a literature review that enhanced the exploration and understanding of minority entrepreneurialism. Consequently, this study contributes to knowledge by identifying the most up-to-date drivers of entrepreneurship that should be included in a

comprehensive exploration of ethnic minority business by academic experts. The review therefore has brought theories on this subject area into an updated form. It is intended that this contribution may boost further research, especially in terms of developing and enhancing the most comprehensive approach of small business explorations in Germany.

- Drawing on extant literature, this study focusses upon six key themes, which are linked directly to the research questions: motivation, culture, opportunity structure, group characteristic, family traditions and resource mobilisation. The emerging understanding of these issues, if taken into consideration when developing both public and individual business support systems and packages, may make such initiatives more relevant not only to the Nigerian community owned and managed independent retail businesses in Nordrhein-Westfalen, Germany but also to other minority micro businesses.
- This current study developed a research methodology that helped to gain a deeper understanding of this business sector. The researcher constructed a research design that substantiated the suitability of using qualitative approach in a social inquiry. The researcher, in this process, followed philosophical lenses that substantiated the reality and importance of the physical and natural world alongside the significance of the psychological and social world from the perspective of the research subjects. Although many empirical studies have been conducted on ethnic minority business, there was not a robust and identifiable research methodology for this purpose. Therefore, this research has contributed by way of developing a methodology where objective knowledge can be gathered not only through a qualitative method, but also enhancing subjective interpretations of the social phenomena through the research respondent's perspectives. This development will be greatly informative to future research seeking to gain a deeper understanding in relation to this business sector.

- Despite the amount of empirical research conducted within this subject area, there is a dearth of comprehensive qualitative evidence in Germany that can be used for any robust conclusive analysis of the crucial drivers of entrepreneurialism from the research respondent's perspective, especially, empirical research in which several migrant entrepreneurs from a developing country like Nigeria happens to be included. No previous research comprehensively explores this phenomenon; this is the first study that thoroughly covers this gap in the literature. This piece of study has provided a more comprehensive qualitative analysis of the selected thematic patterns in exploring the crucial drivers of entrepreneurialism in terms of suitability and appropriateness of the context.
- Appropriately, the piece of research contributes to the discussion on the importance of entrepreneurship as an economic driver and the aspiration of migrant entrepreneurs is also an issue that is raised in this piece of work. This study, in line with previous studies re-establishes the fact that the term entrepreneurship tends to be linked with economic development and has been clearly recognised by policy makers, business support groups and political leadership. Entrepreneurship is seen in Germany and in most countries of the world as a platform for boosting the economy and enhancing new job creation. However, this study contends that the first generation of migrant entrepreneurs aspires to be a multi-generational family business and as economic drivers that will enable the subsequent generation to get a more extensive scope of career and educational options.
- The widespread participation of new migrants in business start-up processes is one of several theoretical debates on this subject area. Besides this debate, this thesis contributes to knowledge by establishing the fact that ethnic entrepreneurship provides Nigerian small business entrepreneurs in Nordrhein-Westfalen and other individuals with different culture and ethnic origin a platform for

economic and social integration into the host country. Moreover, recent work has looked at mixed embeddedness as a theory to explain minority ethnic entrepreneurship. This study is the first that has thoroughly investigated the mixed embeddedness as a model to explain minority ethnic entrepreneurship from the perspective of a small group of migrant entrepreneurs from the Nigerian community in Nordrhein-Westfalen, Germany.

- This research contributes to knowledge on the ongoing debate between ethnic entrepreneurship and migrant entrepreneurship by adopting a definition, which distinguishes ethnic and migrant entrepreneurship in terms of their time in their host country since arriving. As evidenced in this study, there are issues such as migration status, language, experience and knowledge of the market conditions, educational background, faced by new arrivals, which long-term minority migrants do not have to deal with. Therefore, ethnicity and migrant status as determined in this research are only significant, if the host country treats these individuals differently.
- Additionally, this thesis reviewed the multi-faceted policies and programs introduced at all levels by the federal government of Germany, with the aim of strengthening the development of small business. This piece of research contributes to knowledge by establishing the fact that entrepreneurship and indeed small business start-ups are very important in Germany. Policy has generally been conducive to both these sectors of the economy, but the impact on minority ethnic businesses as found in this study is less clear and further research in this field is likely to prove fruitful. However, a consideration of the impact of policy in Germany might, given the success of the *“German Mittelstand”*, be expected to offer useful insights for a variety of countries and to forge an important strand of future research.

10.5.2 Practical Implications

This piece of work looked at the crucial drivers of entrepreneurialism from the perspective of the Nigerian community owned and managed independent retail business in Nordrhein-Westfalen, Germany. The findings of this research offer some practical implications that could help policy makers, practitioners, managers and the general public to understand the self-employment motivations in a different cultural context. Approximately, the practical imports of this study are:

- The principal aim was formulated to investigate the critical drivers of entrepreneurship from the perspective of the Nigerian community owned and managed independent retail business in Nordrhein-Westfalen, Germany. No study has thoroughly investigated this phenomenon within the context of a developing country like Nigeria; this is the first study that covers this gap in the literature. Consequently, the researcher intends to disseminate the findings of this empirical study in various ways. An executive summary, which will present a critical reflection of the various issues raised and addressed, will be presented to financial sectors, policy makers and business support professionals. Unquestionably, the respondents' views may be challenging, but a further awareness of the issues emanating from this study will be enhanced. Furthermore, there is the intention to produce several research papers based on the findings of this research for publication in academic, management, international research and small business journals, with abstracts submitted to relevant national and international networking conferences for scrutiny and selection for presentation.
- The findings of this piece of research enable policy makers and business support professionals, especially, business links, chambers of commerce as well as the financial sector to have a better understanding of this emerging business sector and channel the much-needed support appropriately. Furthermore, this research offers educators, practitioners, policy makers and managers an insight into

the possibilities and limitations in the German policy environment for small businesses. This will help in enhancing entrepreneurial policies that focus on this ethnic minority small business; making suggestions on the improvement of this business sector as well as identifying new areas of possible research.

- The lack of both a high level of oral and written proficiency of the German language by owners and managers of independent retail business was found in this research as a cultural barrier hindering the achievement of the much-needed aptitude required for performing business related tasks or activities. Therefore, policy makers and managers should take preliminary measures to remove language barriers through training.
- The lack of adaptability in implementing changes was also found to be a cultural barrier in this piece of research. Most of the research subjects are still used to old systems and procedures, not the new systems with increased use of technology. Therefore, owner/managers of minority micro businesses need enhanced awareness of the core knowledge management systems and procedures to take advantage of the increased associated benefits. Consequently, the findings of this research provide guidelines that can help a business owner/manager to explore what needs to be considered to evaluate their business aim and intended outcomes.
- This study carries implications for policy makers both at the national, regional and local levels in Germany. The findings of this research suggest that ethnic minority enterprises are now a lobbying voice within the small business population alongside the social and economic role provided for the minority community. Therefore, these influences should be taken into considerations when evaluating the extent to which social services will be required by these ethnic minority groups.

10.5.3 Policy Implication

This work looked at the crucial drivers of entrepreneurialism from the perspective of the Nigerian community owned and managed independent retail business in Nordrhein-Westfalen, Germany. The implications of the findings could help policy makers understand the self-employment motivations of respondents in a different cultural setting.

Within the last two decades, Germany has begun to embrace its identity as a major hub of migration. There is a paradigm shift from migrants as temporary guests to necessary, valued and long-term contributors to the economy. Therefore, it will be interesting to policy makers in Germany to understand how people from developing countries select their destination and how they seek to meet their financial obligations which determines the nature of the economic activities they engage in.

Migration policies in Germany have been confined to replying to the perception of issues created by the EU expansion that brought in hundreds of thousands of Eastern Europeans. The attention of the media and the public has been on migrants coming only to abuse Germany's generous social services and a possibility of terrorist attack, ignoring the benefits that many migrants from all parts of the developing world bring with them.

The core conclusion for policy makers from these limited research findings is that a mixture of the critical drivers of entrepreneurial motivations as identified in this study, appears to be driven by: 'push' factors, 'pull' factors and 'mixed' factors. To influence it, policy makers must first engage the community, manage the potential expectations of minority migrant entrepreneurs and channel the much-needed support appropriately through formal and informal networks.

This thesis provides implications for policy makers on a national, regional and local level. The findings of the research suggest that immigrant enclaves, economic and social embeddedness into the mainstream group, family business background, informal and formal economic activities; and cultural

influences are the core drivers of entrepreneurship. Moreover, the perceived discrimination faced in the host country, interestingly generated intergroup solidarity and strengthened the influence of the group network. These influences should be considered by policy makers when evaluating the extent to which social services will be required by these groups.

Undoubtedly, migrant groups from developing countries will continue to arrive until the decision factors change based on the network's expectations and overall group behaviour. Policy makers, therefore, need to engage with the migrant group and understand the type of information that is being transmitted through networks as well as the support being offered. Only by 'influencing the influences' according to Silva (2013) can policy makers alter migration flows.

In that respect, there are other key benefits that may help in terms of the support extended to 'native' small businesses. Migrant networks have demonstrated how it is possible to provide adequate resourcing within a 'hostile' environment and allow entrepreneurs to insulate themselves from adverse economic conditions. This same type of structure can be applied to small businesses, ensuring they have a client base in their geographical enclave with unique products, as well as financial support. Although the growth within this type of system would be limited, there are opportunities for employment and new generations of entrepreneurial activities.

Promoting a sustainable economic development is one of the overall focuses of the German development cooperation in Nigeria. Micro enterprises, which create employment opportunity and lead to economic growth and development, are a substantial component of achieving this. Nigerians are looked at as having an entrepreneurial spirit, making them good candidates to establish businesses in Nigeria. While more research would need to be done on the potential of the Nigerian diaspora to engage in this kind of activity, it should be investigated by policy makers whether this initiative can be expanded to Nigeria.

10.6 Suggestions for Further Research

Generally, previous academic inquiry on small business and ethnic minority businesses has analysed the self-employment motivation of micro business entrepreneurs. A line is usually drawn between negative motives which force some entrepreneurs to opt for entrepreneurship and the positive motives which attract people into self-employment. Nevertheless, as noted in this study, there are essential features and information from the following, which influence the motivations of entrepreneurs' business entry decisions:

- The desire for self-reliance and the need for accomplishment
- Family traditions
- Educational background and related skills
- Structural limitations in the labour markets
- Hostility from host country leading to intergroup solidarity and supports
- Taking advantage of the opportunities provided by the host country and geographical enclave as well as institutional factors

This study, as discussed in sub-section 10.5 above, has made contributions not only to theoretical debates on this subject area, but also offers practical implications for practitioners, business support provider and policy makers. No previous academic research has explored comprehensively the phenomenon investigated in this current work. This is the first piece of work that thoroughly covers this gap in the literature.

Undoubtedly, this exploratory study, though novel; is not free from imperfections and further opportunities for future academic inquiry. Discussed below, therefore, are the limitations in this piece of research and the number of areas for the development of further academic research.

- The social constructionist perspective adopted in this qualitative research limits the generalisation of the findings of this research to a wider community. However, the salient factors identified as the motivation of entrepreneurs' business entry decisions within the context of the Nigerian community owned and managed independent

retail businesses in Nordrhein-Westfalen, Germany, are present to various degrees in other ethnic minority owned enterprises. Despite this limitation, it is recommended that empirical research is conducted to explore the corresponding importance of these factors in other community and business sectors in Germany.

- The motivations of entrepreneur's business entry decisions in this study are viewed from the perspective of the research participants. The qualitative data are validated by their narratives and the core drivers of entrepreneurial activities are drawn from their perspectives. Therefore, the rigour of this qualitative research is difficult to demonstrate because of its exclusion of a wide range of statistical and numerical data. As a result, it is recommended that a mixed approach should be adopted in exploring this phenomenon.
- The selections of an adequate sample for this study follow a qualitative approach in which small numbers of respondents are engaged to obtain their perceptions about the phenomenon under investigation. This research's sample size is too small and restricted to just one location in Germany: the Nordrhein-Westfalen. Because of this evidentiary issue, the outcomes of this research may not be generalised to other ethnic and mainstream groups and settings in Germany.
- In addition, the ability of this research to claim a more representative sample and statistical generalisation is impossible. The findings of this piece of work based on the sample may not be relevant outside the context and sample of the research itself. It would be useful to also extend this research to other areas where other migrant enclaves exist and include new categorisations such as migrant origin. This kind of extension as contended in this study could result in different combination patterns and interpretation of the motivation of an entrepreneur's business entry decision.
- Furthermore, the need to further understand the process of the emergence of immigrant enclaves, their formal or informal economic

activities, and how these impacted their assimilation into the mainstream of German society is another core recommendation of this study. This would have required a much wider remit for the field research and so was not within the scope of this study.

- Lastly, given the success of the Nigerian business community in Nordrhein-Westfalen, Germany, even with a limited support mechanism, it might be interesting to monitor the growth of this business sector should the needs and aspirations of the research subjects coincide with formal government support.

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Appendices (Appendices provided in volume 2: Supporting Materials)

Appendix 1: Transcript

Appendix 2: Sample of initial analysis illustrates this process for interview 3

Appendix 3: Thumbnail sketches

Appendix 4 Summary of findings of interview topics illustrates this process.

Appendix 5: Pilot study interview topics and questions

Appendix 6: Qualitative interview topics and question

Appendix 7: Informed consent

Appendix 8: Information sheet